

PR19 Customer Challenge Group

Meeting number: 5

Meeting Date: 10th January 2018

Paper No: 5

Agenda No: 6

Title: Draft Engagement Strategy

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Printing: This document does contain graphs or pictures and therefore does require you to print in colour. If you need a printout please let Nikki know.

What is this paper about:	Overall engagement strategy for the business.
What is the context of this paper:	The CCG requested an overall engagement strategy that brings together PR19 engagement will all other aspects of engagement. This paper has been discussed at the Research Sub-Group on 3rd January and will be updated to take into consideration the comments received. A list of the main comments made by the Sub-Group is shown on page 2 of the document.
What is the relevance of this paper:	To provide an understanding of our overall engagement strategy and how the different activity fits together.
Action needed from the CCG:	The Company invites comments on the document from the group.

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South East Water

Draft Engagement strategy

December 2017

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Review at Research Sub-Group

This paper has been discussed at the Research Sub-Group on 3rd January and will be updated to take into consideration the comments received.

Below is a summary of the key points made:

- Add introduction section showing where we have come from, our journey so far, how it has shaped our engagement strategy, the benefit of our experience to date and why we have taken the customer centric approach we have
- Review text regarding 'purpose of this document' to include our role as a provider of essential service
- Revise wording of sections 2.1 and 2.3 to make this more authentic and inspiring – outlining the true value of engagement and why this is important to us
- Bullet point 2.1 suggested amendment of “our employees recommend us as a good place to work” to be “great place to work”
- Customer participation section – explain what co-creation and co-delivery mean to us, in our language
- Reduce the use of the terms co-creation and co-delivery
- Some terminology not clearly explained (e.g. legitimacy) – include a glossary to explain key terms
- In some sections give examples of what we mean – e.g. what we've done and what we think we might do
- Include more visual summaries for quick reference
- Stakeholder visual on page 13 – move CCG to 'regulators and statutory consultees' category
- Positive feedback that the engagement aims are good
- Good to show some customer numbers/data – we discussed including key data/stats in the Engagement Dashboard

Members of the Sub-Group will be feeding back more detailed comments during January.

It was agreed with the Sub-Group that the draft strategy shown in this document would not be amended with these comments so that any other comments from the remaining members of the Customer Challenge Group could be incorporated.

Note - the graphic shown on page 24 is a first draft and has been updated following feedback from the Sub-Group. A revised version of the graphic will be presented to the main CCG on 10th January 2018.

1. Introduction

1.1 Purpose of this document

The purpose of this document is to detail our approach to engagement, co-creation and co-delivery with customers and stakeholders. It outlines how we plan to engage with the right customers, stakeholders and community groups at the right time and in the right way in order to provide a 5 out of 5 service for all our customers and to meet society's expectations.

1.2 Structure of the document

This document is structured into the following sections:

- Vision and strategic objectives
- What do we need to know?
- How are we going to engage?
- Embedding a customer centric culture
- Communications plan
- Evolving our engagement strategy
- How our engagement strategy shapes our longer term plans

2. Vision and strategic objectives

2.1 South East Water's vision and objectives

Our engagement strategy is a key part of the delivery of our vision **“to be the water company people want to be supplied by and want to work for”** and a number of our key strategic objectives:

- Customer satisfaction – 5 out of 5 service for all
- Customers consider the service we provide is value for money
- Our employees recommend us as a good place to work
- The service we provide to customers is efficient and effective
- Ensure we provide a safe working environment for our people and one that helps to improve their wellbeing
- Ensure our long term plans are acceptable to our stakeholders and customers
- Our statutory undertakings are delivered

2.2 Ofwat's vision for the sector

Ofwat has set out the following vision for the water sector so it is important our engagement strategy encompasses activities to help deliver on this vision:

“Customers and wider society have trust and confidence in vital public water and wastewater services”

2.3 Why engage?

Before setting out our engagement strategy it is important to answer the question of “why engage at all?”

To work towards achieving the vision for the sector and our vision, for our customers and stakeholders, we have developed a strategy that engages, builds trust and is centred around co-creation, i.e. customers and stakeholders helping us define the service, and where appropriate co-delivery where customers and stakeholders work with us in the delivery of elements of the service.

Effective engagement with our customers and stakeholders will enable us to co-create and co-deliver on:

- Defining our overall aims and objectives
- Determining the preference of investment priorities

- Setting the service levels that our customers want
- Setting the measures and targets for those service levels
- Defining wider societal and community deliverables
- Defining potential solutions and delivery mechanisms
- Enhancing the trust, confidence and legitimacy in South East Water and the wider industry
- Identifying and implementing continuous improvement opportunities

It must also not be overlooked that effective engagement is a regulatory requirement that will be assessed by Ofwat as part of the PR19 price review process.

2.4 Engagement aims

From an assessment of the requirements described by Ofwat and discussions with our Customer Challenge Group (CCG), combined with our own ambition to ensure that engagement is not just a set piece exercise only undertaken at each Price Review, we have developed a set of engagement aims to ensure we deliver our vision and strategic objectives in collaboration with our customers and stakeholders.

These are summarised as follows:

- To support and inform the achievement of our vision and strategic objectives
- To put customers and communities at the heart of the way we run our business today and in the future
- To ensure all groups of customers, including those in potentially vulnerable situations have their voice heard
- To improve two way communication, to build trust and legitimacy – and ultimately customer satisfaction
- To understand the diverse and changing needs, requirements, priorities and attitudes of our customers
- To understand the different views of our customers and how they relate to our public interest responsibilities
- To ensure we use all insight from our conversations with customers – from specific research, through to our daily interactions and from all areas of our business
- To continually investigate and implement new ways of working with our customers to deliver our shared goals
- To develop a business plan that puts customer needs and satisfaction at the heart of what we do, reflecting what our customers want, when they want it and at a price they are willing to pay

- To evidence how we have collaboratively worked to achieve our vision and strategic objectives
- To embed engagement within business as usual processes so that the strategy is adaptive and changes as we learn and as expectations change

These aims have also been developed to achieve Ofwat's engagement principles that are set out below:

- Principle 1 - Water companies should deliver outcomes that customers and society value at a price they are willing to pay
- Principle 2 - Customer engagement is essential to achieve the right outcomes at the right time and at the right price
- Principle 3 - Engagement should not simply take place at price reviews. Engagement means understanding what customers want and responding to that in plans and ongoing delivery
- Principle 4 - It is the companies' responsibility to engage with customers and to demonstrate that they have done it well
- Principle 5 - Customers and their representatives must be able to challenge the companies throughout the process. The engagement process should ensure this challenge happens. If this is not done effectively, we must be able to challenge on customers' behalf. In doing so, we will fulfil our duty to protect customers
- Principle 6 - Engagement is not a 'one-size-fits-all' process, but should reflect the particular circumstances of each company and its various household and non-household customers
- Principle 7 - The final decision on price limits is entrusted to Ofwat. We will use a risk-based approach to challenge company plans if this is necessary to protect customers' interests.

3. What do we need to know?

To enable us to engage effectively we first need to know **who** to engage with to ensure we can collaboratively and efficiently deliver on our vision and strategic objectives.

The main groups of people we need to engage with are:

- Household customers
- Business customers
- Relevant customer representative groups
- Retailers
- Stakeholders
- Regulators

Through engagement with these groups we will be able to continuously review and develop our customer and stakeholder relationships to ensure all customers and stakeholders are heard on an ongoing basis.

To ensure we then know **how** best to engage with customers and stakeholders, we need to understand more about them and their needs.

3.1 Understanding our customers and stakeholders – data

The knowledge we have about our customers is predominantly based around our historic role as a monopoly utility service which undertakes thousands of transactions around water. These transactions give us the following high-level information:

No. household properties	872,106
No. household properties on a meter	81.67%
No. household properties on a budget plan	445,257
No. household properties paying by Direct Debit	573,749
No. household customers for who we have an email address	289,481
No. household customers for who we have a mobile phone number	496,431
No. customers on social tariff	10,557
No. of customers on WaterSure tariff	3,209
No. of customers on Priority Services Register	16,177
Average daily water use for metered customer	140 litres per day
Average daily water use for unmetered customer	181 litres per day

The transactions we undertake with customers are important at giving insight into how they want to do business with us, and their expectations of the service we provide - but they do not give us any more personal data about the social and economic 'make-up' of our customer base.

We have therefore been in discussion with Experian, a leading provider of information, analytical and consumer marketing data to purchase data for our entire supply area (and how that data compares to the rest of the UK). This has allowed us to gain additional insight into a range of information at a postcode level – including the following:

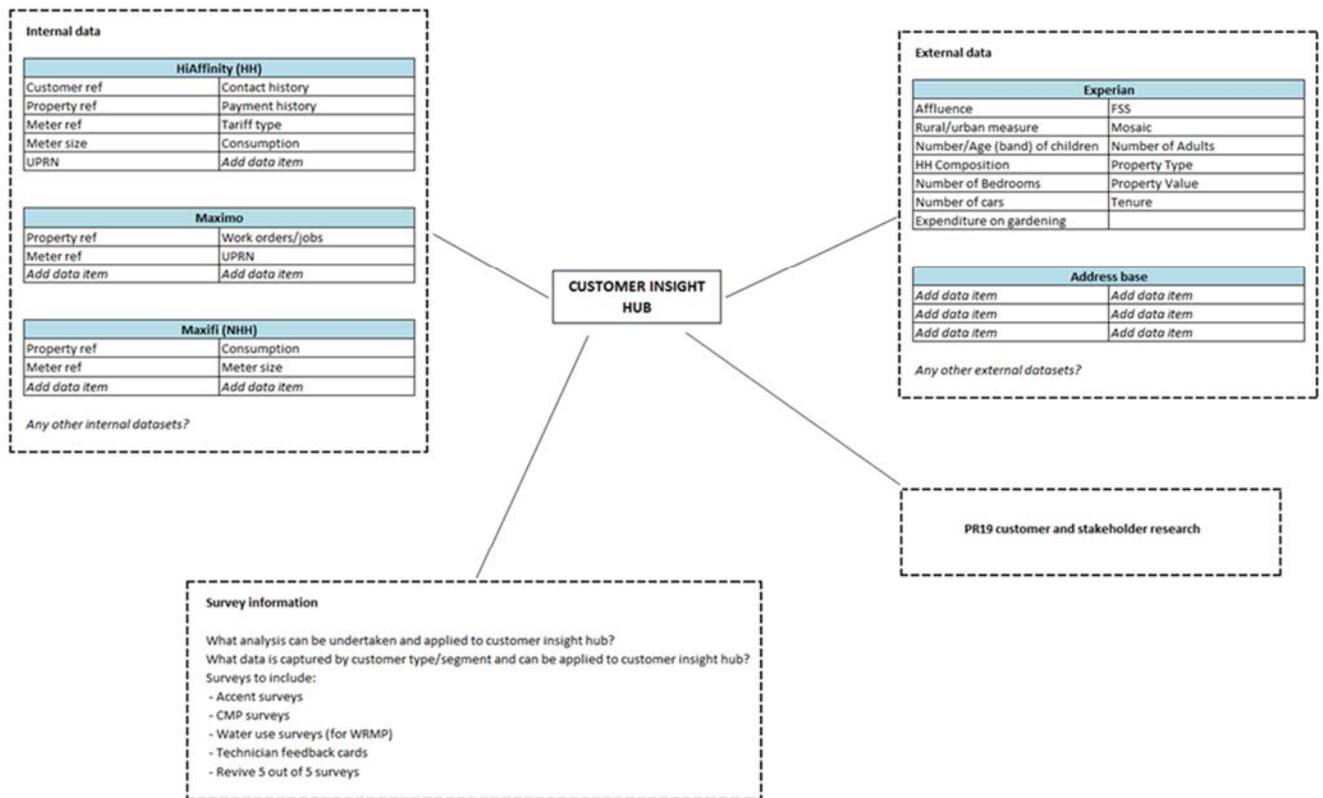
- The 'mosaic' types of customers that exist – from transient renters to family basics and aspiring homemakers
- the size of the households (occupants) and household type (house, flat, bungalow)
- any dependants, including those with a long term health issue or disability
- their gender, ages, education and occupation type
- their economic activity – student, employed, self-employed, unemployed, retired, long term sick
- whether they own, lease or rent (private and social) the property
- how many vehicles they own
- their living arrangements eg single, married, co-habiting, widowed
- their ethnicity

We are also investigating ways of working with other stakeholders, such as energy companies and local authorities, to see if we can obtain data from them to support the identification of vulnerable customers.

We have been using this information to develop geographical data mapping that allows us to ensure the targeting of our engagement and communications can be carried out in a 'top-down' regional/community way and also 'bottom-up' at an individual basis.

Going forward, this level of data granularity has the potential to significantly enhance the attitudinal segmentation approach we are undertaking and transform our engagement and communications by making them more targeted and relevant.

We are also exploring the development of an 'insight hub' that will facilitate data analysis across multiple different data sources.



The use of data to drive our engagement approach is an area we intend to evolve to ensure we continuously adapt and learn from the analysis we undertake and the insight it gives us.

3.2 Understanding our customers and stakeholders – their views

Section 2 set out our overall reasons for engagement. To help define how we will engage with customers and stakeholders we have developed a number of specific questions we need to answer to better understand them and their views.

These are shown below:

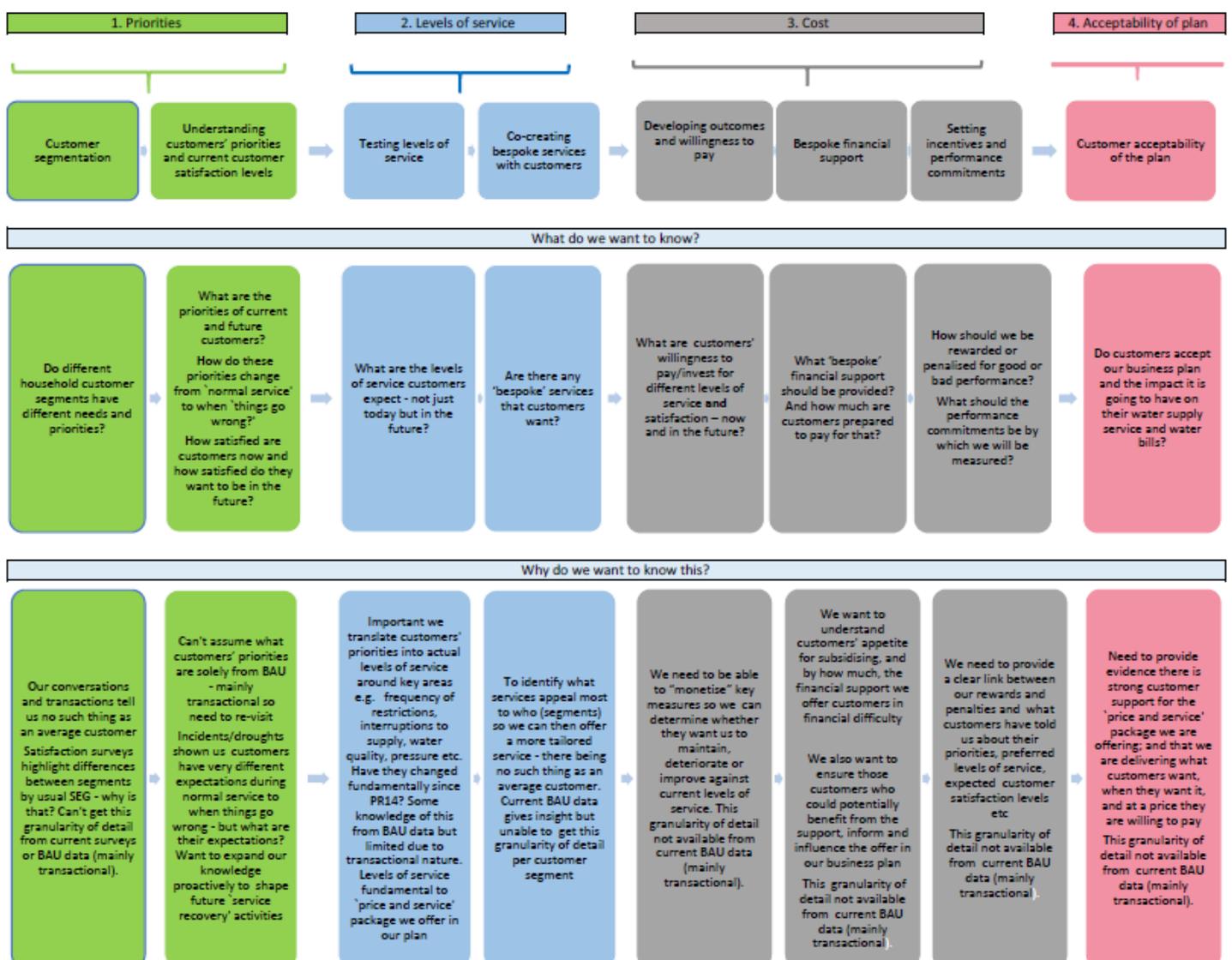
Understanding our customers (household customers, business customers, retailers)

- **Priorities:**
 - what is their attitude towards water and how do they value it within their lives?
 - what are their priorities when it comes to the water supply services we provide?
- **Services**
 - what level of service do they want now and in the future?
 - do they want us to provide other services and if so, what ones?
 - what support should we give customers in vulnerable circumstances
 - what are their expectations of what we will do during normal service and service recovery?

- Cost:
 - how much are they prepared to pay for their water supply service?
 - how should we be rewarded or penalised for good or bad performance?
- Overall plan:
 - how acceptable is the overall business plan?
 - how can customers and stakeholder help us co-deliver the plan?
- Societal impact
 - what do customers think our impact on society and local communities is and should be?

These questions remain under review to ensure they are fit for purpose. We are in the initial stages of co-creating our vulnerability strategy and will reflect any outcome of this activity in the questions above and the overall engagement aims included in this document.

This is summarised in the following graphic that we have developed for our research programme to feed into our business plan for 2020 to 2025.



A full graphic has been developed for each step shown above that explains:

- What do we need to know?
- Why do we want to know this?
- Who do we want to know this from?
- How we will find this out?
- Why was/is the research approach taken?
- Why was/is the research method chosen?
- What part of the business plan is this research influencing?

Understanding our stakeholders (including regulators)

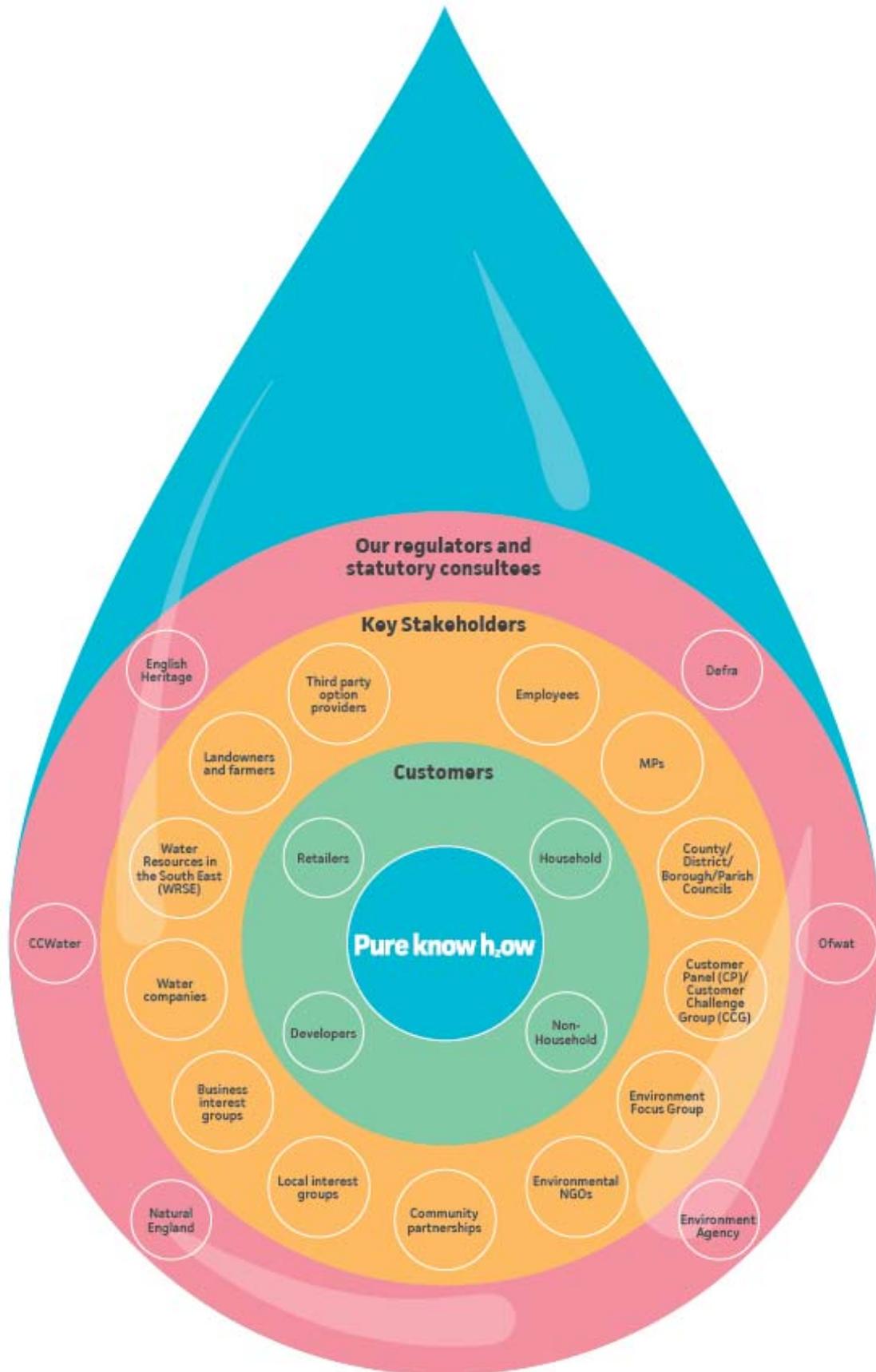
Understanding the views of our stakeholders is also important as they can play a key part in helping to delivery services to our customers and help reach customers in vulnerable situations.

Key questions we are seeking to answer are:

- Who are our stakeholder and where do they operate (data mapping)?
- What are their needs and priorities (interests)?
- What is their interest and influence (influence mapping)?
- What is their perception of South East Water (perceptions auditing)?

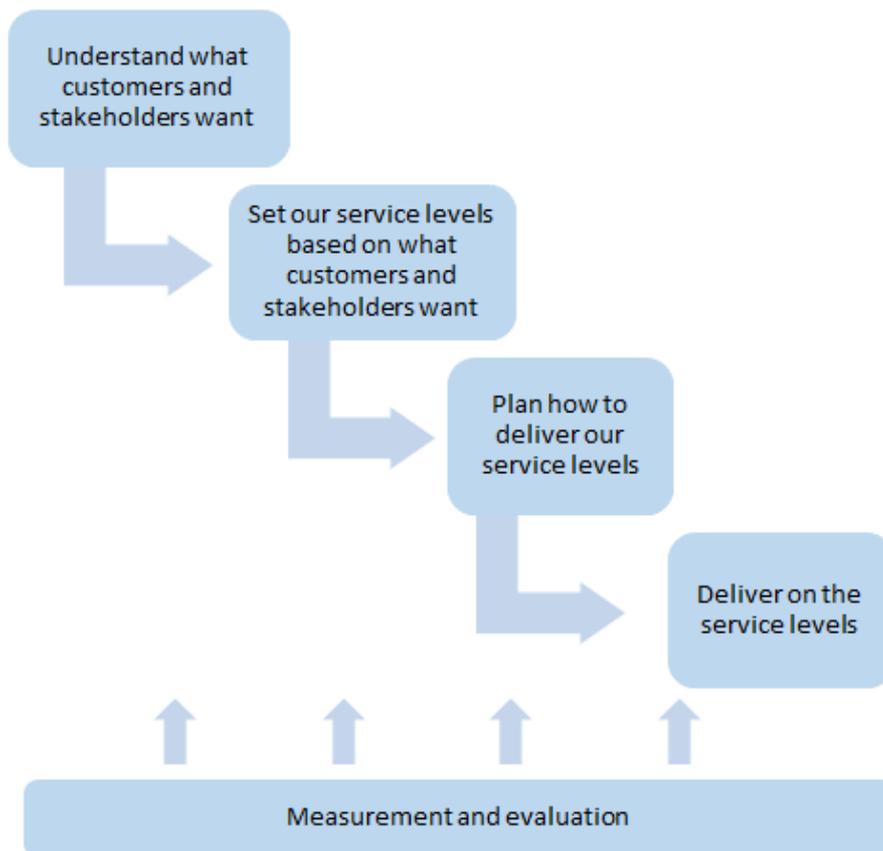
A separate presentation is available that outlines our stakeholder engagement and each of the elements above in more detail – data, interest and influence mapping, and perceptions auditing.

Our key stakeholders are shown below.



4. How are we going to engage?

The diagram above shows the detailed steps that are being taken to feed into our business plan for 2020-25 (known as PR19); however we have simplified the process into the following steps so that we can show the engagement activities that take place across the organisation against each step.



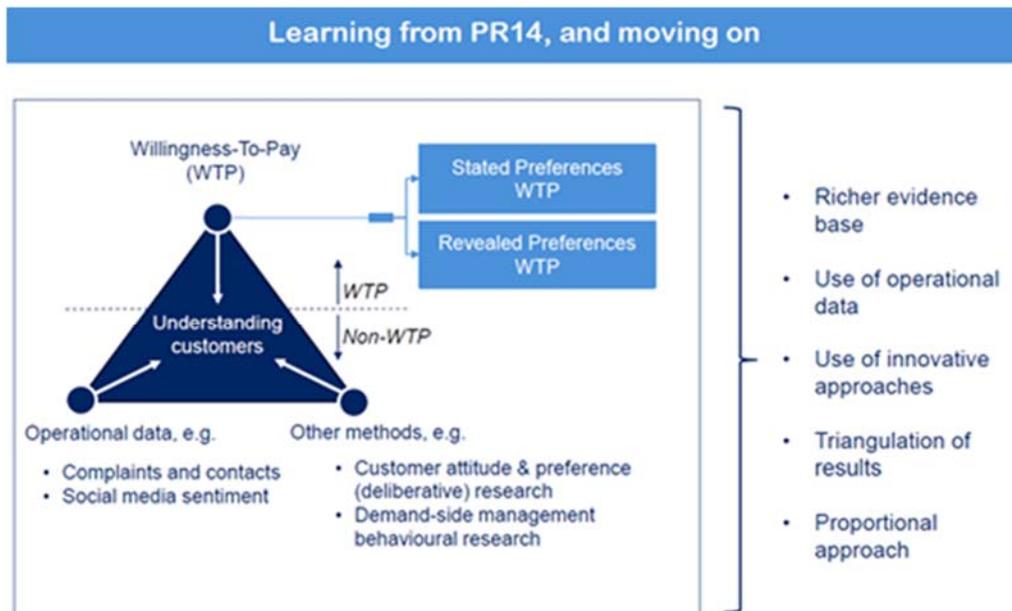
The following table provides an overview of the activities we will be undertaking for each of the steps above.

Stage	Understand what customers and stakeholders want	Set our service levels based on what customers and stakeholders want	Plan how to deliver our service levels	Deliver on the service levels
INSIGHT				
Internal Insight	<ul style="list-style-type: none"> - PR14 outputs - WRMP14 outputs Business as usual (BAU) reporting: <ul style="list-style-type: none"> - Complaints review - Service sign ups (e.g. My Account, My Water Use, Social tariffs etc) - Employees - Customer Satisfaction Survey results - SIM scores - 5 out of 5 surveys - Live web chat - Social media (interactions and sentiment) - Media coverage 	<ul style="list-style-type: none"> - BAU reporting - Engagement Dashboard insight - Lessons learnt since PR14 (Customer Satisfaction survey feedback) - Customer Research outputs 	<ul style="list-style-type: none"> - BAU reporting - Staff behaviour (values, iReview) - Staff input and feedback (Gurgle interactions, Gurgle blogs focus groups) 	<ul style="list-style-type: none"> - Staff training and feedback - BAU reporting
External Insight (research, data sharing, horizon scanning etc)	<ul style="list-style-type: none"> - Experian data - Vulnerability research - Stakeholder perceptions audit - Stakeholder workshops - Stakeholder views on societal impact - Horizon scanning 	<ul style="list-style-type: none"> - Experian data - Vulnerability research - Stakeholder perceptions audit - Stakeholder workshops - Horizon scanning 	<ul style="list-style-type: none"> - External benchmarking - Research employee customer centric training - Institute of Customer Service - insight and training programmes 	<ul style="list-style-type: none"> - Stakeholder involvement - Communication with communities - Collaborative campaigns
Customer Insight	<ul style="list-style-type: none"> - Define customer behaviours and attitudes to water (Customer Segmentation) - Customer priorities – current customers - Customer priorities – future customers - Customers views on societal impact - Willingness to pay (WTP) research - WTP triangulation research (website gamification) - Board Engagement Programme - Customer Satisfaction survey feedback - Campaign surveys - Outreach work (customer care, water resources and communications teams) 	<ul style="list-style-type: none"> - Workshops - WTP options development (how to determine customer preferences) - Board Engagement Programme - Identifying preferred communication channels (inc vulnerable customers) 	<ul style="list-style-type: none"> - Determine how to communicate with different customer segments - Design a Customer Behavioural and Innovation Toolkit to use to communicate with identified customer segments - Testing of Toolkit - Determine how to work in collaboration with customers and stakeholders to ensure they have access to the services available 	<ul style="list-style-type: none"> - Development of toolbox approach - Research for toolboxes
EVALUATION				
Measurement and evaluation (feedback/continuous learning)	<ul style="list-style-type: none"> - Satisfaction and Insight Steering Group - Customer Complaints Surgery - Regulatory Strategy Group / PR19 Steering Group - Executive Team and Senior Management forum - PR19 Board Committee - Full Board - Triangulation - Customer Challenge Group 	<ul style="list-style-type: none"> - Regulatory Strategy Group / PR19 Steering Group - Executive Team and Senior Management forum - PR19 Board Committee - Full Board - Triangulation - Customer Challenge Group 	<ul style="list-style-type: none"> - Regulatory Strategy Group / PR19 Steering Group - Executive Team and Senior Management forum - PR19 Board Committee - Full Board - Triangulation - Customer Challenge Group 	<ul style="list-style-type: none"> - Regulatory Strategy Group / PR19 Steering Group - Executive Team and Senior Management forum - Full Board - Triangulation - Customer Challenge Group
APPLICATION AND REPORTING				
Implementation	<ul style="list-style-type: none"> - Defined customer segments - Engagement Dashboard (BAU and engagement reporting) - 2020-25 business plan (PR19) - Water Resources Management Plan (WRMP19) 	<ul style="list-style-type: none"> - 2020-25 business plan (PR19) 	<ul style="list-style-type: none"> - Customer Behavioural and Innovation Toolkit - Vulnerability Strategy - 2020-25 business plan (PR19) - Water Resources Management Plan (WRMP19) - BAU reporting - Staff training and embedding customer centric culture 	<ul style="list-style-type: none"> - Engagement Dashboard - Delivery of co-created Toolkits - Communications plan for behaviour change - Annual reporting via Performance, People and Planet report - Regularly reporting via SEW website - Development of 'Shared Know H2ow Hub' - Communications plan

4.1 Comparing results from the different engagement activities we undertake – “triangulation”

Undertaking a wide range of research and engagement will undoubtedly lead to different views from customers, stakeholders and other external research. We are therefore developing an approach how we will ‘triangulate’ these different results.

Triangulation is represented in the following diagram as produced by Ofwat.



A separate paper has been written that explains our approach to triangulation in more detail.

4.2 Learning from others – “horizon scanning”

To ensure our engagement utilises a wide range of information and activities we will also be undertaking horizon scanning as follows:

- Scan of future trends and activities to inform our plans and service delivery
- Review to see what wider research and insight is available for use in triangulation

Through discussion with our Customer Challenge Group we will be focusing our initial horizon scanning on vulnerability. Once this work is completed we will review the effectiveness of this activity and look to expand the remit to review other areas as appropriate.

4.3 Feedback and continuous learning

To ensure we continue to learn from the engagement we are undertaking we have set up a number of different review mechanisms as set out below.

Satisfaction Steering Group

Since the implementation of our customer satisfaction measures in 2015 we appointed a Customer Satisfaction Analyst to interrogate the data we were gathering from our satisfaction scores in order to gain further insight. A dedicated steering group of business-wide representatives was formed to meet on a regular basis and review performance against our customer satisfaction targets. This approach has given us more opportunity to understand the feedback we were gaining from our customers and ensure any lessons are learned and embedded into our 'business as usual' processes.

As well as analysing the results numerically we also review the verbatim comments provided by customers to identify common themes for positive and negative sentiment. Using the scores and comments we have been able to identify areas requiring further investigation and involved specialists from across the business to discuss in more detail the areas identified. By reviewing the customer feedback in such detail we have been able to implement improvements as well as identify areas for investment and customer education.

Expanding the scope to include all Customer Insight

From the success of gaining this level of insight from engaging with customers' on their satisfaction, we have decided to further the scope of the group to review all potential engagement insight rather than just focused on our satisfaction measures. The reformed steering group will collectively review customer satisfaction, customer vulnerability, customer engagement through BAU transactions, survey feedback, social media sentiment as well as research activities and horizon scanning. Our newly developed "Engagement Dashboard" will be used to report on this activity.

The scope of the role of our Customer Satisfaction Analyst has also been widened so that is has become a dedicated Insight Advisor role supporting all departments on sharing insight and feedback across the business.

"Pure Know h2ow Works"

We have recently been developing a new concept 'Pure Know h2ow Works'.

'Pure know h2ow works' is a visual map in the form of a treatment works to aid staff when undertaking projects and validating innovative ideas. It is intended to prompt people to consider the purpose of the project, who to engage with (internally and externally), how they should engage and the impact of their proposed innovation. They are asked to think about how they are listening to customers' views within the planning and delivery processes.

With this initiative we hope to achieve a consistent approach with the intention that projects are shared across the business to further expand continuous improvement and learning. The process is customer centric and engagement is prompted throughout to ensure the right people are involved at the right times.

The project is still in an early development phase but initial feedback from the internal workshops we have held has been positive so far.

4.4 Customer participation

Section 4 outlines how we plan to engage with our customers but a key aspect of our engagement is the active participation of customers in designing and delivering approaches to service delivery.

It is helpful to consider Ofwat's definitions of customer participation – “co-creation” and “co-delivery” which are set out below.

“Co-creation means companies are genuinely open to taking customers' views into consideration as they design their future service delivery. In other words, customer engagement should not be restricted to the internal development of plans to be tested with customers who decide on a preferred option. It means ensuring customers and, where appropriate, communities have a voice in the prioritisation of issues and the design of solutions.”

“Co-delivery means companies actively consider where customers and, where appropriate, communities can become part of the solution to specific issues and challenges. An obvious example of this sits with demand-side solutions to supply-side challenges.”

In March 2017 Ofwat also issued a report “Tapped in – from passive customer to active participant” that defined customer participation as the active involvement of customers in the design, production, delivery, consumption, disposal and enjoyment of water, water services and the water environment in the home, at work and in the community. This report had four key themes:

- Futures – customer participation to improve the current and future sustainability of water services.
- Action – customer behaviour change, including saving water and helping to reduce sewer blockages.
- Community – community ownership of particular aspects of water as an essential resource.
- Experience – increasing customers' control of water in their home and of the service experience.

Specific activities we are undertaking to ensure customers are involved in a more participative way in our research and engagement are as follows:

- Research and engagement programmes designed to involve customers and company in a collaborative way – e.g. futurologist customer focus groups, resilient/engaged customer research.
- Co-creation of our Vulnerability Strategy (a separate paper is available that outlines our proposed approach for this)
- Toolbox approach developed so that we can better evidence co-creation of solutions with customers and the implementation of the toolbox activities as co-delivery (a separate presentation is available that outlines our proposed approach for this)

5. Embedding a customer centric culture

A comprehensive document “Our journey towards a customer-centric business” has been written that describes what we are trying to achieve as a company and the actions we’ve taken and why.

The document explains the following:

- What we know about our customers already – from internal data, learnings from the previous price review process (PR14) and water resources management plan (WRMP14).
- How those learnings have helped shape our vision, values, strategic objectives and cultural change programme.
- How those learnings have helped the Board set our strategic direction, and our teams deliver our services.
- Gap analysis of what we have learnt so far and what more we need to find out through further research and engagement.
- How the approach we have taken to date feeds our longer term business planning.
- How we plan to report on our engagement activities through our new ‘Engagement Dashboard’.

The document should be read in conjunction with this engagement strategy as it shows how we have developed a customer centric approach to running our business, putting customer satisfaction at the heart of what we do.

6. Communications plan

Key to delivering the service is how we communicate with customers and stakeholders on a daily basis. Through this communication we can improve the delivery of service to customers and gain more insight from them about how to improve service in the future.

In 2015 we developed a Communications Plan to support our new vision and values and help delivery on our customer satisfaction targets. The plan was centred on the following key commitments:

- Be visible and be heard
- Trusted relationships
- Taking action and being advocates
- Creative content

Since writing the plan we have continually reviewed and adapted our communication approaches and introduced a number of initiatives to improve how we communicate with customers and stakeholders. Activities include:

- Implementing new channels such as web chat, text messages updates and a new online portal for giving customers more information during a supply interruption
- Carried out an extensive re-branding exercise with the aim of moving us from an invisible service provider and increasing customer satisfaction through more open, transparent communications about the work we do behind the scenes
- Raising the companies profile through more involvement in community projects and stakeholder groups
- Leakage campaigns
- Customer magazine trial
- New annual reporting, Performance, People and Planet report and financial reporting, aimed at making our performance more transparent and engaging
- Improving information via online portal for updates on engineering schemes and using social media more to keep people informed
- Working in partnership with organisations to deliver targeted engagement programmes with landowners to improve water quality
- Taking success of our proactive engineering communications and using similar approach during our mains flushing to give customers information ahead of time of possible discoloured water and why we are doing the work
- Increased promotion of our environmental work, including developing Fishing for Schools Day and trialling “Water Matters” programme in schools in Sussex.
- Transforming our website to be a fully responsive site for people accessing via mobile and including an online account service

Our focus remains on ensuring our communications are targeted, relevant and through a range of channels that are appropriate for our customers, however we want to also ensure that we learn from our daily interactions with customers so that it can help feed our longer term planning and strategic decision making. The development of our Satisfaction and Insight Steering Group and Engagement Dashboard will help to achieve this.

We are in the process of updating our Communications Plan based on this Engagement Strategy with particular emphasis on the following areas:

- Use of technology to support multi-channel communications based on the customer's choice
- Utilising a campaign approach so that we can monitor feedback allowing us to adapt and learn to improve our communications
- Being transparent with our communications – increased use social media and our website to be upfront and open about our performance and service
- Increased use of technology for internal communications (such as our intranet 'Gurgle') to encourage employees to get involved and learn from their feedback
- Develop campaign material using our new attitudinal based segmentation to encourage customer participation and ensure our communications are as effective as possible
- Work with customers and stakeholders to co-create our campaigns where possible and aim to develop creative content that encourages participation and co-delivery of our solutions
- Agreeing a measurement and evaluation plan for our campaigns so we can learn from what works well and stop doing work that is not effective if it is not successful
- Ensure we find new ways of communicating with customers in vulnerable situations or are harder to reach, and utilising our relationships with stakeholder to help achieve this
- Using two-way channels giving people the opportunity for a conversation with us
- Involvement of the Board throughout with the introduction of a new Board Engagement Programme
- Use comparative information more – promoting the Discover Water website
- Developing our stakeholder engagement plan – including improving our database stakeholder mapping

7. Evolving our engagement strategy

We believe that an effective engagement strategy is one that can evolve and develop as we learn about new approaches and techniques and as we listen to our customers and stakeholders.

An engagement strategy is not something that is written once and followed until completion but something that is continuously reviewed, challenged and improved. Our Satisfaction and Insight Steering Group have been tasked with this challenge and will review our strategy on a regular basis to ensure it includes innovative techniques and activities.

We believe that our approach to the behavioural change toolbox and innovation toolbox will be key methods that we will keep our strategy and activities up to date and innovative. They have been designed in a way to seek out new innovations and techniques with a 5 stage framework covering: Identification, Test and Learn, Adapt, Adopt, Review and Improve.

A separate presentation has been written outlining the toolboxes in more detail.

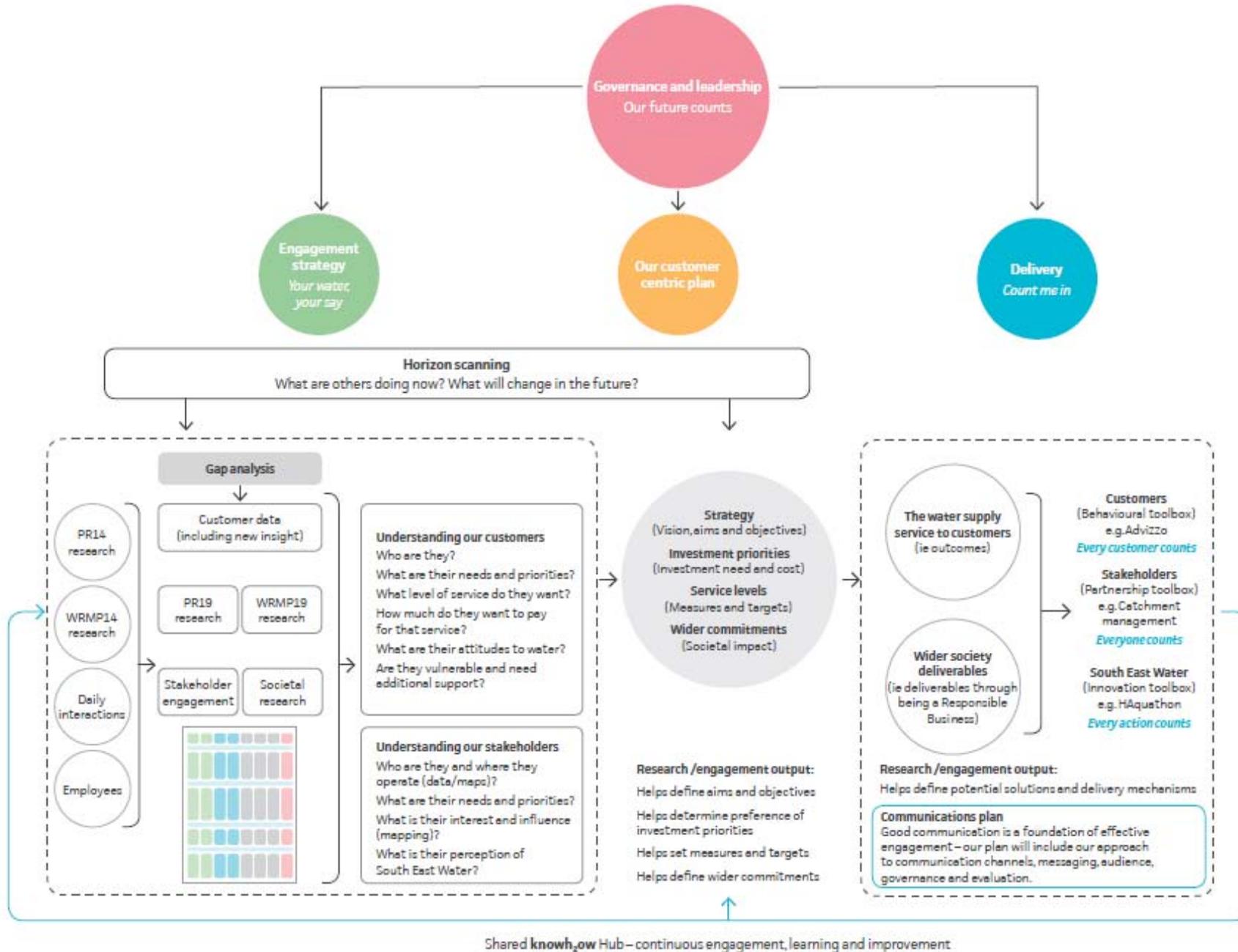
We will also discuss our engagement strategy and approach with key stakeholders so that their views can be incorporated – this includes our Customer Challenge Group and the Consumer Council for Water. We believe this wider review of our approach will ensure it is fit for purpose and can reach all of our customers.

8. How our engagement strategy shapes our longer term plans

Every five years water companies go through a rigorous business planning cycle that is regulated by Ofwat. The current business plan, PR19, is due to be submitted in September 2018.

The engagement strategy we have developed is a fundamental part of our business plan process. The research programme for PR19 has been summarised in section 3 above and the following graphic shows how this engagements fits into our overall PR19 process.

[Note: the graphic shown on the following page is a first draft and has been updated following feedback from the Sub-Group. A revised version of the graphic will be presented to the main CCG on 10th January 2018.]



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