

## PR19 Customer Challenge Group

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<b>What is this paper about:</b>	This document provides an update on our progress against developing our stakeholder engagement plan. This document details our work to map our stakeholders and our perception audit.
<b>What is the context of this paper:</b>	The company has carried out stakeholder mapping exercise with the team internally. It has also used EQ Communications to undertake a perceptions audit with 40 stakeholders.
<b>What is the relevance of this paper:</b>	This piece of work informs our “Understanding our stakeholders” strand within the engagement strategy. We will use learnings from this to feed into our ongoing stakeholder and communications strategy.
<b>Action needed from the CCG:</b>	We are seeking the CCGs views on whether the priority areas we have focussed our mapping on are the right ones? We would like the CCGs opinion on our plans to embed stakeholder mapping into the business as an ongoing activity. We wish the CCG to provide feedback on the perceptions audit results and recommendations from it.

# Stakeholder mapping and perceptions audit

Update - March 2018

March 2018

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**Private and Confidential**

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# 1. Introduction

## 1.1 The purpose of this document

This document provides an update on our progress against developing our stakeholder engagement plan. This document details our work to map our stakeholders and our perception audit.

The introduction explains why we are engaging with stakeholders, our priority areas and what stakeholder mapping is.

We then detail the findings of stakeholder mapping work we have carried out to date.

Our learning about stakeholder mapping as a result of the work to date and our intentions for further work to feed into the business plan are then explained.

Finally we have also completed a stakeholder perception audit. This is a separate document, but we have outlined here our views on the audit and next steps.

## 1.2 Why engage with stakeholders?

In order to put customers and communities at the heart of South East Water's business, it is essential we have a strong understanding of the communities and groups we serve, the impact we have on those various sectors and how to best work with those groups to achieve the best outcome for both the community and the company.

We must have a comprehensive understanding of the diverse views/needs and priorities of our customers and communities.

The stakeholders we regularly engage with represent not only customer views, but also challenge the way we undertake our work too and promote best practice. They have valuable learning and local knowledge which can be used to improve our customer engagement and shape our plans on a localised level.

Through our community network they can also mobilise customer engagement. They can facilitate access to customers and communities views, help enable easier/quicker ways to engage and can facilitate access to hard to reach groups.

We want to work with communities and customers to develop solutions (co-creation) for water related challenges. We can gather expert opinion through engagement with people who may be able to help with the development of solutions/approaches/communications.

Stakeholder groups can also help us test usability of communications and help co-create a package of measures, for example developing solutions for financially vulnerable customers. We can also engage key groups in the development of solutions on sensitive issues (bring people into the tent) - issues where we need to bring the community with us or let them lead, such as working with farmers as part of the solution for catchment management.

### **1.3 Priority areas to focus on**

We have identified key areas that customers and communities can play a key role in developing cost effective delivery of our business plan objectives. These are:

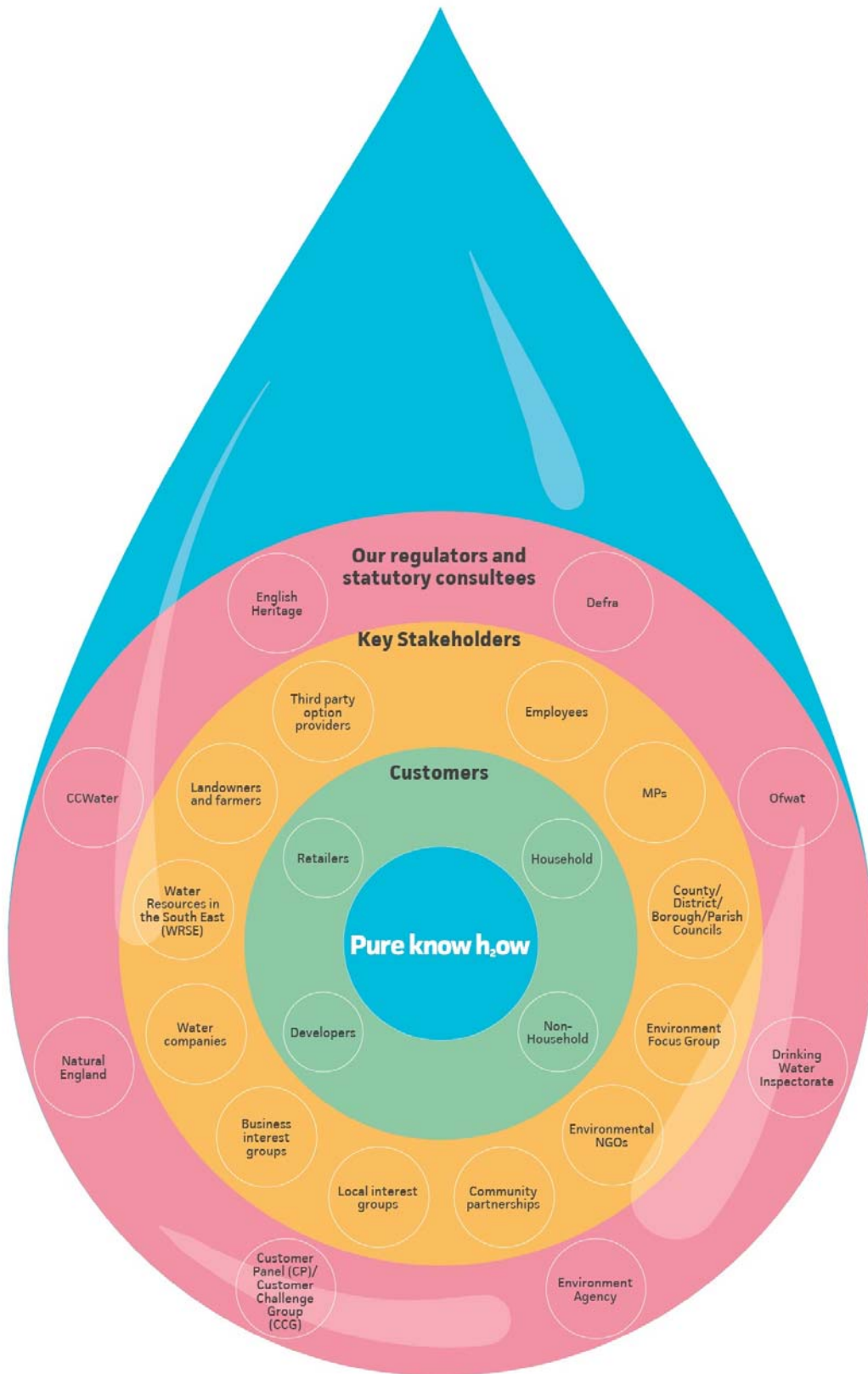
- Vulnerable customers - e.g. to help identify customers that need extra support/promote social support schemes to those that need them
- Water efficiency and resilience - e.g. can help promote your behaviour change campaigns/be champions
- Efficient delivery of capital projects e.g. working with highways, planning authorities - communication of key messages
- Reputation - linked to satisfaction targets - get buy-in for longer term plans e.g. develop advocates for key messages
- Tackling pollution – e.g. engagement with farmers on reducing pollutants
- Leakage – e.g. reporting problems enabling faster response

The stakeholder mapping exercise helps us understand the various influential groups associated with these six key areas.

### **1.4 What is stakeholder mapping?**

South East Water currently holds a database of circa 2,000 stakeholders which represent a large number of organisations and communities with an interest in our business.

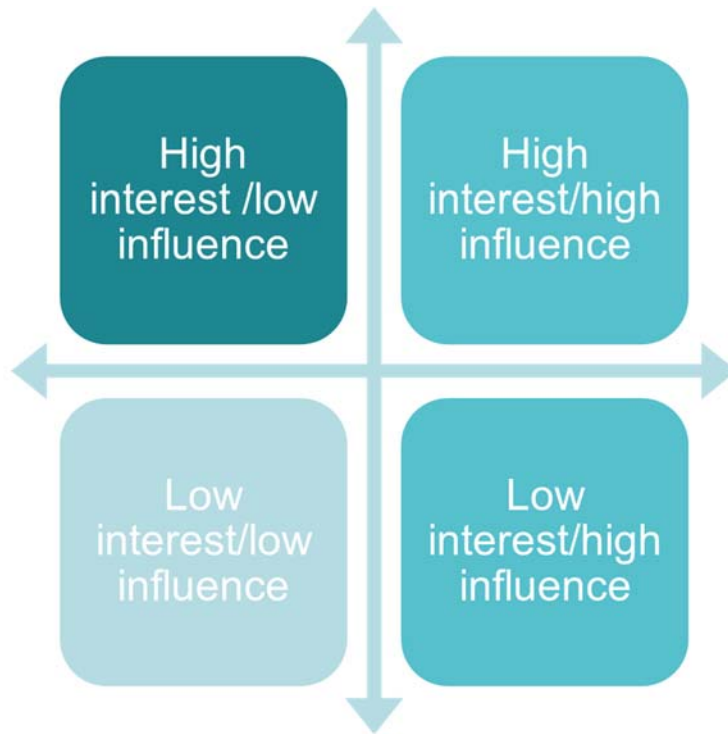
We have visualised the key sectors through this diagram.



Stakeholder mapping allows the visualisation of relationships to objectives and other stakeholders.

The process we have followed was for the Community Engagement Manager to work with key areas of the business to consider our stakeholders groups and their level of interest or influence on specific topics. The way we have considered each item is to think:

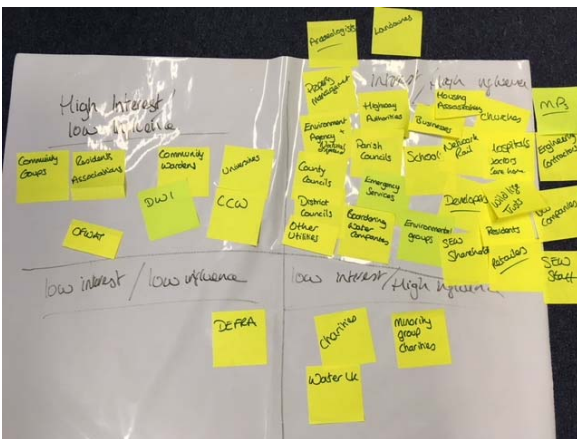
- Interest - how much a particular stakeholder group engages with us on an issue without prompting?
- Influence - the degree to which a particular stakeholder group can shape a particular activity?



The ratings that follow are the views of those members of the different teams that undertook the exercise informed by their experience.



**Figure 2 Capital Delivery**



**Figure 1 - Vulnerable customer**

Each area has been further broken down to consider these three categories:

- Gain access to customers/customer groups – those who have direct access to specific community/customers
- Gather expert opinion – groups who can help with solutions/approaches/strategy
- General engagement/awareness – stakeholders to keep up-to-date with specific issues

Section 3 now outlines the output from three sessions. Please note there are a number of lessons learned during the process which we have detailed in Section 4 and has influenced our view of how we embed this process in our ongoing engagement plan.



## 2. South East Water stakeholder mapping outputs

### 2.1 Vulnerable customers

The stakeholder map below has been compiled in conjunction with the Customer Care Team and provides a high level review of the various key stakeholder groups which influence our engagement with vulnerable customers.

During the session it became clear that a number of stakeholder groups which have low interest/low influence on our day-to-day engagement with vulnerable customers will change to high interest/high influence during an emergency situation or complaint.

Stakeholder group	Gain access to customers / groups of customer	Gather expert opinion	General engagement / awareness
MPs	Low interest / high influence	Low interest / high influence	Low interest / high influence
Local authorities (District/ County/ Borough councils)	Low interest / high influence	High interest / high influence	Low interest / high influence
Parish Councils	Low interest / low influence	Low interest / low influence	High interest / low influence
Financial support agencies (e.g. Citizens Advice)	High interest / high influence	High interest / high influence	High interest / high influence
Debt collection agencies	Low interest / high influence	Low interest / high influence	High interest / high influence
Community groups (community wardens, Women's Institute)	High interest / low influence	High interest / low influence	High interest / low influence

Housing associations	Low interest / high influence	Low interest / high influence	High interest / high influence
Residents associations	High interest / high influence	High interest / high influence	High interest / low influence
Environmental groups (e.g. Wildlife trusts, Natural England)	Low interest / low influence	Low interest / low influence	Low interest / low influence
South East Water staff	High interest / high influence	High interest / low influence	High interest / high influence
South East Water contractors (Clancy Docwra, Water Direct)	High interest / low influence	Low interest / low influence	High interest / low influence
Customer Challenge Group	High interest / low influence	High interest / high influence	High interest / high influence
Consumer Council for Water	Low interest / high influence	High interest / high influence	High interest / high influence
Department for Environment, Food and Rural Affairs	Low interest / low influence	Low interest / low influence	Low interest / low influence
Drinking Water Inspectorate	Low interest / low influence	Low interest / low influence	Low interest / low influence
OFWAT	Low interest / low influence	Low interest / low influence	High interest / high influence
Mainstream charitable groups (MIND, Porchlight)	High interest / high influence	High interest / high influence	High interest / high influence
Minority charitable groups (Gurkha Welfare Trust)	Low interest / high influence	Low interest / low influence	Low interest / high influence
Healthcare providers (NHS, doctors)	High interest / high influence	High interest / high influence	High interest / high influence

Emergency services	Low interest / high influence	High interest / low influence	Low interest / high influence
Adult Services	High interest / high influence	High interest / high influence	High interest / high influence
Developers	Low interest / low influence	Low interest / low influence	Low interest / low influence
South East Water shareholders	Low interest / low influence	Low interest / high influence	High interest / high influence
Neighbouring water companies (Southern, SES, Thames and Affinity)	Low interest / low influence	High interest / low influence	High interest / low influence
Property management companies	Low interest / low influence	Low interest / low influence	Low interest / low influence

## 2.2 Water efficiency and resilience

The stakeholder map below has been compiled in conjunction with the Water Resources and Environmental team and provides a high level review of the various key stakeholder groups which influence our engagement on this topic.

The table below references the interest/influence particular groups have during the day-to-day running of the business. However, it is worth noting that during times of drought or consultation, such as when requesting views on our water resources management plan, interest and influence levels of particular stakeholder groups increase.

Stakeholder group	Gain access to customers / groups of customer	Gather expert opinion	General engagement / awareness
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MPs	Low interest / high influence	Low interest / low influence	Low interest / high influence
Local authorities (District/ County/ Borough councils)	High interest / high influence	High interest / high influence	Low interest / high influence
Parish Councils	Low interest / low influence	Low interest / low influence	High interest / low influence
Utility companies (electricity/gas)	Low interest / high influence	Low interest / high influence	Low interest / Low influence
Residents	Low interest / low influence	Low interest / low influence	High interest / low influence
Environmental groups (e.g. Wildlife trusts, Natural England)	Low interest / high influence	Low interest / high influence	High interest / high influence
Environmental Focus Group	High interest / high influence	High interest / high influence	High interest / high influence
South East Water staff	High interest / high influence	High interest / high influence	High interest / high influence
Water Resources in the South East	High interest / high influence	High interest / high influence	High interest / high influence
Customer Challenge Group	High interest / high influence	High interest / high influence	High interest / high influence
Consumer Council for Water	High interest / high influence	High interest / high influence	High interest / high influence
Department for Environment, Food and Rural Affairs	High interest / high influence	High interest / high influence	High interest / high influence
Drinking Water Inspectorate	Low interest / high influence	Low interest / high influence	Low interest / high influence
OFWAT	Low interest / high influence	Low interest / high influence	Low interest / high influence

South East Water Choice customers	Low interest / high influence	Low interest / low influence	Low interest / high influence
Healthcare providers (NHS, doctors)	High interest / high influence	Low interest / high influence	High interest / high influence
Developers	Low interest / high influence	Low interest / high influence	Low interest / high influence
South East Water shareholders	High interest / high influence	High interest / high influence	High interest / high influence
Neighbouring water companies (Southern, SES, Thames and Affinity)	High interest / high influence	High interest / high influence	High interest / high influence
Water retail	Low interest / high influence	Low interest / high influence	Low interest / high influence

### 2.3 Efficient delivery of the Capital Programme

The stakeholder map below has been compiled in conjunction with the Engineering Delivery team and provides a high level review of the various key stakeholder groups which influence our projects.

The table references the interest/influence levels particular groups have on the day-to-day running of the Capital Programme. However, the interest/influence levels of the various stakeholder groups will vary for each individual scheme depending on a number of factors including:

- Location of capital investment, such as town centre, country park or on an existing company site
- Construction timings and work involved

While the views of all stakeholder groups are taken into account to help shape individual capital programme schemes, there are a number of statutory consultees, such as local highway authorities, Environmental Health and Natural England, which heavily influence the delivery of a project.

Stakeholder group	Gain access to customers / groups of customer	Gather expert opinion	General engagement / awareness
MPs	Low interest / low influence	Low interest / low influence	High interest / low influence
Local authorities (District/ County/ Borough councils)	Low interest / high influence	Low interest / low influence	High interest / high influence
Planning authorities	High interest / high influence	High interest / high influence	High interest / high influence
Environmental Health	High interest / high influence	High interest / high influence	High interest / high influence
Local Drainage Boards	High interest / high influence	High interest / high influence	High interest / high influence

Public Rights of Way officers	High interest / high influence	High interest / high influence	High interest / high influence
Parish Councils	High interest / low influence	Low interest / low influence	High interest / low influence
Highway authorities	High interest / high influence	High interest / high influence	High interest / high influence
Utility companies (electricity/gas)	Low interest / low influence	Low interest / low influence	High interest / low influence
Community groups / Community Wardens / user groups	High interest / low influence	Low interest / low influence	High interest / low influence
Transport companies (buses/taxis/railway stations)	Low interest / low influence	High interest / low influence	High interest / low influence
Residents associations	High interest / low influence	High interest / low influence	High interest / low influence
Vulnerable customers	High interest / high influence	Low interest / low influence	High interest / high influence
Charities (minority groups)	Low interest / high influence	Low interest / low influence	Low interest / low influence
Charities (mainstream)	Low interest / high influence	Low interest / low influence	Low interest / low influence
Natural England	High interest / high influence	High interest / high influence	High interest / high influence
Wildlife Trusts	High interest / low influence	High interest / high influence	High interest / low influence
South East Water/Jacobs staff	High interest / high influence	High interest / high influence	High interest / high influence
South East Water contractors (Clancy Docwra, Water Direct)	High interest / low influence	High interest / high influence	High interest / high influence

Customer Challenge Group	High interest / low influence	High interest / low influence	High interest / low influence
Consumer Council for Water	Low interest / low influence	Low interest / low influence	Low interest / low influence
Department for Environment, Food and Rural Affairs	Low interest / low influence	Low interest / low influence	Low interest / low influence
Drinking Water Inspectorate	Low interest / low influence	Low interest / high influence	Low interest / high influence
OFWAT	Low interest / low influence	Low interest / low influence	Low interest / high influence
County archaeologists	Low interest / low influence	High interest / high influence	High interest / high influence
Canterbury Archaeological Trust	High interest / high influence	High interest / high influence	High interest / high influence
Businesses / business groups (Chamber of Commerce)	High interest / low influence	Low interest / low influence	High interest / low influence
South East Water Choice customers	High interest / high influence	Low interest / low influence	High interest / low influence
Police and Ambulance	Low interest / high influence	Low interest / low influence	Low interest / high influence
Fire Brigade	Low interest / high influence	High interest / high influence	High interest / high influence
Health bodies (doctors, hospitals)	Low interest / low influence	Low interest / low influence	Low interest / high influence
Landowners (private, common land, Crown Estate)	Low interest / low influence	Low interest / high influence	High interest / high influence
Network Rail	Low interest / low influence	High interest / high influence	High interest / high influence



Developers	Low interest / low influence	Low interest / low influence	High interest / low influence
Schools / universities	High interest / low influence	Low interest / high influence	High interest / low influence
South East Water shareholders	Low interest / low influence	Low interest / low influence	Low interest / high influence
South East Water Board	Low interest / low influence	Low interest / low influence	Low interest / high influence
Neighbouring water companies (Southern, SES, Thames and Affinity)	Low interest / low influence	Low interest / high influence	High interest / low influence

## 2.4 Key learnings from the stakeholder mapping

During this process it has become clear that stakeholder engagement is extremely varied across the business areas. In many cases it is also bespoke and that interest/influence levels of the stakeholders vary enormously depending on the subject in question and whether that stakeholder is under pressure from elsewhere.

For example, the liaison with vulnerable customer stakeholders differs depending on whether the team is handling day-to-day queries or emergency incidents. Depending on the issue, stakeholder groups change, for example, from low interest/low influence to high interest/high influence or vice versa:



Day-to-day engagement



Emergency incident engagement

It has also become clear during this process that departments are engaging independently with stakeholders.

In many instances this should be standard practice to build strong company/stakeholder relationships and ensure the timely completion of projects, for example, between environment teams and Natural England. However, there is the small risk of the same stakeholder being contacted multiple times by the company, by several different departments.

### Initial findings/key questions to answer:

- The need to understand how the various departments are communicating with their key stakeholders
- Are the various departments already aware of best practice methods for contacting their specific stakeholders? If they are, capitalising on that for future communications

- How are the individual departments contacting/updating their stakeholders?
- Is it appropriate to combine stakeholder updates so the various groups receive one communication from South East Water rather than a number
- There are differences in maturity of our engagement with stakeholder groups. For example engineering scheme engagement is well run with dedicated resources to manage this. Vulnerability stakeholders is an area that currently has been developed more organically through the Customer Care Team
- Understanding key interest areas for the various individual stakeholders, such as a particular MP may have an interest in environmental issues which we could capitalise on

### 3. Perceptions audit

Between November 2017 and January 2018 EQ Communications conducted a stakeholder perceptions audit on our behalf.

A total of 40 stakeholders completed the audit. Of these 25 participated online and 15 took the survey over the phone.

The audit shows that the majority of stakeholders are interested in work to improve the natural environment and plans for security future water supplies as the key interests.

Vulnerability issues are shown as having less interest – but this may be a result of the limited number of vulnerable groups in our database or this may be that generally stakeholders such as councils/community leaders see our role as guardians of the environment more than they realise the part we play in supporting the vulnerable in society.

Stakeholders are busy and therefore don't want us to bombard them with communication – quarterly to six monthly was preferred timescales.

There was feedback on improvements to the Source e-newsletter (see next steps).

The full report is available on request from the Communications Team.

Overall feedback is broadly positive, although there is certainly room for improvement, particularly to move more people from the “neutral” position.

The key negatives appear to relate to specific experiences – we there are clear opportunities to improve the perceptions of these people. Especially related to the River Ouse.

This report gives a good basis for developing clear goals and targets for the community engagement team - and the wider business. We intend to develop these as part of the business plan itself and use the findings from the research to help influence our toolkit for stakeholder engagement.

## 4. Next steps

### 4.1 Vulnerability review

We have developed strong processes for stakeholder engagement during engineering schemes/environmental work - but vulnerability work is an area we have less experience in. We have around 80 stakeholders in our database with a specific vulnerability interest (note – the majority of our database includes elected politicians and parish councils who do have interest in this area but not exclusively) we are conscious that there is more we can do to improve this.

We will issue a message via Gurgle and Team Briefs to seek suggestions from employees. We will also review our Community Chest Fund recipients to ask if we can add them to our database.

**This will complete by end March 2018.**

Andy Clowes is managing the Customer Service piece around the vulnerability strategy - please see separate information from him on the work with CAG consulting. We will use this work to review the stakeholder map we have prepared for vulnerability stakeholders and also enhance our database of contacts.

### 4.2 GDPR – database cleanse

We have reviewed our database to ensure contact details up-to-date and relevant. However this is an ongoing task that needs regular review.

Due to GDPR we have had to request permission from our stakeholders to include them on our database. This has given a good opportunity for further cleansing of the database.

We have issued out a request to stakeholders to sign up for our newsletters and at the same time highlight areas of interest to give us more understanding of their interests and to review against our own assessment in the stakeholder mapping exercise.

We will hold a #mapjam with current stakeholders to find missing agencies and share the knowledge with each other – this would be open source and a resource anyone could use and build on.

**This piece of work should be complete by end of April.**

### 4.3 Embedding stakeholder management in the business

The key learning is that we need to embed stakeholder engagement into our business. The stakeholder maps and database need regular review and updating.

We have created the role of Community Engagement Manager to support this work. This is a new role and the last few months has had to concentrate on WRMP consultation.

The new approach is that any new project (e.g. engineering scheme, campaigns, innovations) will have a stakeholder mapping exercise carried out.

Where stakeholder groups are missing in an area the Communications Officer will work with other employees or other local stakeholders to review and find appropriate groups to engage with.

This has already been added into the Communication Plans Template.

The Community Engagement Manager has identified the need to do an audit across the business of the key channels they have for engagement and logging this with the database.

Stakeholder Contact details	Interest/Influence score	Department/Departments responsible for relationship	Current methods of contact	Preferred method of contact	Comments

**We will complete this by end of May.**

Now the ODIs have a clearer definition we intend to review the mapping undertaken already and create updated versions for each of the key business priorities identified in the business plan.

We are developing a scoring matrix that we can then build up the layers of business priorities to have a company-wide map.

**We will complete this by end of June** to be part of our ongoing engagement plan within the business plan itself.

### 4.4 Continuous improvement of database

We intend to develop a stakeholder area of the website where individuals and organisations can sign up to register their interest in our business and to be included

on our database. This is then a page that any managers can direct any new organisations towards.

**This will be complete by the end of March.**

Currently the management of the stakeholder database has been outsourced. We believe a CRM database that we can use for our stakeholders would be beneficial and enable easier and timely review, and to be able to integrate this with our GIS system. We visited Ofwat and were shown their “Engage” database, which logs all contacts with stakeholders so you can easily pull off information ahead of meetings.

This however is a longer term project and therefore we intend to develop our proposal for this to be included in the business plan – but that the work would be carried out to create this new database **post September 2018.**

Action	Timescale
Stakeholder database – update following elections and cleanse	Complete
Stakeholder mapping of key areas	Three complete – three to go but recommend review against ODIs see further action
Stakeholder perceptions audit	Complete
We will issue a message via Gurgle and Team Briefs to seek suggestions from employees. We will also review our Community Chest Fund recipients to ask if we can add them to our database.	End of March
Stakeholder mapping to be completed for all communication plans	Ongoing – but already added to communication plan template
GDPR stakeholder email to request approval to be on database	Complete

Review response to GDPR stakeholder email and cross reference with stakeholder maps	End April
Develop new look Source newsletter	Complete
Hold a “MapJam” with energy sector stakeholders to develop a community open source map	End of April
Audit of stakeholder engagement across the business	End of May
Review stakeholder maps against ODIs and develop scoring mechanism to create company-wide stakeholder map	End of June
Create stakeholder area on website to sign up for information and register interest	End of March
Develop CRM for stakeholders	Long term project to scope to include in business plan – and to implement post September 2018

CAG consulting is supporting with the vulnerable stakeholders piece of work. Once we have reviewed this we will assess if we need to do more with the other areas of engagement.

We are discussing with some agencies how they might support us with the stakeholder map work looking at the ODIs. It may be we can do this in-house if people are supportive of the work completed to-date. But we are conscious that stakeholder engagement expertise may be helpful to progress this faster.

Further actions highlighted following review of the Research Sub-Group includes:

- Update the Perceptions Audit report to be clear on the base survey numbers when displaying results
- Assess if any obvious difference between telephone and online responses



- Review if there are any clear differences between organisation type and their views



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