



# Appendix 5: Our RIIO-ED2 Customer and Stakeholder Engagement Programme

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# 1 Introduction

Our RIIO-ED2 plan is the result of our most comprehensive and wide-ranging engagement programme ever. Through this programme, we have had over 19,000 customer interactions, more than 3,000 stakeholder interactions and analysed over 336,000 customer data touchpoints. This has included: looking back at existing RIIO-ED1 data and engagement insight, one-to-one interviews with customers; workshops and focus groups; quantitative surveys of domestic and business customers, and, consultation with 8 expert panels assembled to provide specialist input into our planning process.

Whilst Section 7.1, Customer and stakeholder engagement section of our Business Plan describes how we used this customer and stakeholder engagement to give consumers a stronger voice in shaping our RIIO-ED2 plan, this appendix provides a detailed summary of the purpose, scale, scope and methodologies, including the relative strengths and weaknesses of the engagement activities we have undertaken. In addition, we have produced a suite of topic-specific Line of Sight and Engagement Summaries documents to demonstrate how specific views and feedback from customers and stakeholders have led from insight to action and shaped appropriate commitments within our plan.

## 1.1. How to use this document

In this document, we explain the engagement we undertook under each element of the engagement programme, describing the methods used and the number and types of customer and stakeholders involved. This document is structured as follows:

### 1. RIIO-ED2 Customer and Stakeholder Engagement Programme (Section 2)

- a) **Overview** – provides a summary of the construction and design including the high-level purpose of the programme. (Section 2.1)
- b) **COVID-19 Impact** – explains how the Corona virus pandemic impacted the programme and the mitigations put in place to ensure the insight generated could be relied upon. (Section 2.2)
- c) **Programme Timeline** – provides a high-level view of how the various phases of engagement ran to help inform and develop our business plan. (Section 2.3)
- d) **Business Plan Topic Engagement Coverage Table** – presents each area of the business plan, highlighting where customers and/or stakeholder views have been sought, including detailing what other factors have influenced corresponding business strategies. (Section 2.4)
- e) **Engagement Mechanisms Table** – presents a summary of the different mechanisms drawn upon within the programme and highlights their relative strengths and weaknesses. (Section 2.5)
- f) **Business Plan Topic Engagement Mechanisms Table** – presents each area of the business plan, highlighting which engagement mechanisms have been used. (Section 2.6)
- g) **Triangulation** – A detailed explanation of how the process operated for the triangulation of research findings and used them to shape appropriate commitments within our business plan. (Section 2.7)

### 2. Core Customer Insight Programme (Section 3 and 4)

- a) **Overview** – provides a summary of the activities that formed the core programme, illustrating each phase, its objectives, engagement type, coverage size and topics assessed at each phase. (Section 3)
- b) **Detailed Engagement Tables** – presents the engagement activities undertaken in each phase, including the purpose, method, coverage and date of each. (Section 4)

### 3. Deep Stakeholder Conversation (Section 5 and 6)

- a) **Overview** – provides a summary of activities that formed the Deep Stakeholder Conversation, outlining the range of methods and approaches used. (Section 5)
- b) **Detailed Engagement Tables** – presents the engagement activities undertaken on each topic, including the purpose, method, coverage and date of each. (Section 6)

### 4. Bespoke Research and Data Analytics (Section 7 and 8)

- a) **Overview** – provides a summary of activities that formed the Deep Stakeholder Conversation, outlining the range of methods and approaches used. (Section 7)
- b) **Detailed Engagement Tables** – summarises the bespoke customer research we conducted to support development of our plan and provides an overview of the activities and data gained through our RIIO-ED1 engagement. (Section 8)

## 2 RIIO-ED2 Customer and Stakeholder Engagement Programme

### 2.1. Overview

Whilst we felt we had a good understanding of many of the current priorities of our customers from our RIIO-ED1 touchpoints, we didn't want our predetermined views pushing them in a particular direction. We started by asking them to tell us what was important to them in the context of energy, before bringing the findings of this together with historic understanding and using this collective insight to delve deeper with both our customers and stakeholders to build a plan that delivered on the issues that matter. We built the programme with three core elements:

- **Core Customer Insight Programme** – so we could get closer to our bill payers' needs than we have ever done before. We developed a programme that enabled us to understand their base requirements but also sought their views on key issues such as the environment and looking after those in society who are most in need.
- **Deep Stakeholder Conversation** – using stakeholder expertise to help shape and challenge our thinking on the development of our plan through co-creation activities where appropriate.
- **Bespoke Research and Data Analytics** – by commissioning set-piece research, looking back at historic engagement and using advance analytics on customer touchpoints such as customer satisfaction and complaints data we could ensure we built a rich, rounded picture of customer sentiment and the areas of importance.

More detail on each of these three elements can be found in Section 7.1 Customer and stakeholder engagement of the core Business Plan narrative.

### 2.2. COVID-19 Impact

Whilst the overarching framework and principles behind our engagement programme were developed before the COVID-19 pandemic, the detailed design of each phase and the mechanisms were typically finalised in the months ahead of field work being undertaken. Phase 1 was the only phase where the original design to hold face to face focus groups had to be modified to an online community in light of COVID restrictions. This change had an immediate effect on the audiences we could reach, with those without readily available access to the internet disadvantaged. To counter this, we added into the programme a series of telephone in-depth interviews. This provided an additional avenue of insight and opened up the research to more participants.

The remainder of the programme was conducted during the continuation of COVID-19 restrictions and thus it remained predominantly online, however telephone interviews were kept throughout. Additionally, different online approaches were deployed to provide different means of engagement and certainly we uncovered learning along the way. For example, we began to limit the number of participants we invited to focus groups, this was to ensure participants felt comfortable to provide views as we found larger groups could often illicit less views or be dominated by a minority. Indeed this learning resulted in our Phase 4 engagement having no fewer than 42 focus groups and 66 1-2-1 interviews.

This 'forced' learning was found to be a positive experience, with specific engagement activities generating more attendees than would have been expected pre COVID, the convenience of simply dialling into a meeting was often more popular than having to physically attend a workshop or forum. Whilst online has its benefits, it won't replace the use of face to face meetings, but the learning we have developed along the process will undoubtedly be used to inform our ongoing engagement strategy for RIIO-ED2 and beyond.

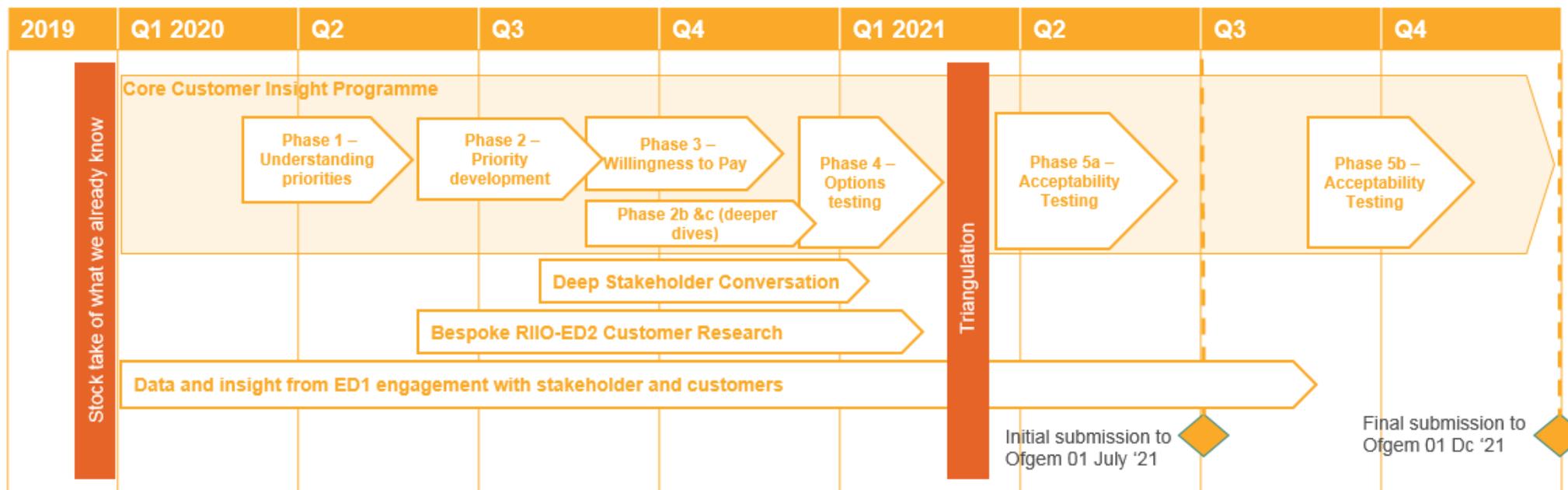
Additionally, we made use of our research agencies COVID-19 tracker<sup>1</sup>. This daily tracker, with 1,000+ UK respondents every day, kept us informed on how the UK population were reacting to the COVID-19 crisis. The tracker covered 5 key areas: concern & impact, home & work, out-of-home & retail, news sources and approval ratings. Insights of which were fed into our research programme as appropriate.

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<sup>1</sup> [www.savanta.com/cornovirus-data-tracker/](http://www.savanta.com/cornovirus-data-tracker/)

### 2.3. Programme Timeline

Figure 1: Our RIIO-ED2 Customer and Stakeholder Engagement Programme Timeline



## 2.4. Business Plan Topic Engagement Coverage Table

The table below takes each business plan topic area and illustrates where engagement has been used and who with, whilst also linking to the relevant documents where insight has been documented. An explanation for the different headings is provided below:

1. **Engagement Criteria** – the sub-criteria below have been applied to each business plan topic area to guide where we felt engagement would be appropriate and add most value:
  - a. **Bill Impact** – do investments in this area cover a significant element of the bill?
  - b. **Benefit** – could advancements in this topic area provide material benefit to our customers and stakeholders?
  - c. **Optionality** – what is the level of flexibility allowed in delivering this output? Are there regulatory or legal requirements that require us to deliver certain commitments?
2. **Suitability of Audience** – these headings highlight which segments insight was predominantly taken from. i.e. is this a topic area that lends itself to engagement, will customers understand the complexities of the investments, or for areas that are technical in nature, is engagement with stakeholders more appropriate? Other considerations include whether it is possible to provide enough context such that the insight generated can be relied upon?
3. **Insight Sources** – these headings document where from the engagement programme insight has been generated
4. **Where to find captured insight** – the results and triangulation of findings are captured across different documents depending on the appropriate level of engagement. For those areas where engagement has featured more heavily, separate Line of Sight and Engagement Summary documents have been produced. These provide a comprehensive summary of the engagement and key insights derived that support the relevant commitments in the plan. For topic areas where engagement has been used less, references and learnings are captured in the corresponding strategy document and/or business plan chapter. The graphic below helps illustrate this further.

### How to navigate our engagement

Our engagement has delivered key insights that have helped shaped many of the commitments within this plan.

To help follow the journey of insight to action, we have created a suite of supporting documents for topics where the engagement has had a significant impact on our thinking. These link the commitment to the business thinking and to the engagement insight that helped shape that view.

1



LoS

2



ES

Resource and expenditure	Regulatory Treatment	Customer benefit	Stakeholders / customers said
No incremental increase in total expenditure.	This commitment is covered by the Customer Satisfaction Survey which is a common Output Delivery Incentives (ODIs) (Financial).	Customers will have a simpler and quicker experience when interacting with us. They will receive industry-leading levels of service, tailored to their needs when they experience a power cut, wish to connect or make a general enquiry.	Our customers have a generally positive view of our services and appear to place a high degree of trust in UKPN and the information it gives (see key insight I-CS2, I-CS3, I-CS4, I-CS5, I-CS6, I-CS7 and I-CS8 in our Line of Sight – Customer Service document).

**Navigate to Line of Sight document**

The Line of Sight explains how the engagement insight has been triangulated with other factors such as legislative, regulatory or engineering requirements to shape the commitments within the plan.

**Navigate to Engagement Summary document**

The Engagement Summary details all the engagement that has been undertaken and triangulated to generate useful insight that has been used to shape our thinking and ambition.

Business Plan areas where Line of Sight and Engagement Summary documents have been created:

- Customer Services
- Vulnerability
- Reliability and Resilience
- Environmental Action Plan
- Workforce Resilience
- Whole Systems
- Digitalisation and Data
- Connections
- Innovation
- Facilitating Net Workforce
- DSO

Table 1: Engagement coverage against each topic area

Topic	Engagement Criteria			Suitability of Audience		Insight Sources			Where to find captured insight
	Bill Impact	Benefit	Optionality	Customers	Stakeholders	Core Customer Insight Programme	Deep Stakeholder Conversation	Bespoke Research and Data Analysis	
Social Contract	Low	Low	Medium	✓	✓	✗	✗	✓	Social Contract Strategy
Customer Services	Medium	High	High	✓	✗	✓	✗	✓	Customer Services Line of Sight and Engagement Summary
Vulnerability	Low	High	High	✓	✓	✓	✓	✓	Vulnerability Strategy, Line of Sight and Engagement Summary
Connections	Low	High	Medium	✓	✓	✗	✓	✓	Connections Strategy, Line of Sight and Engagement Summary
Reliability	High	High	Medium	✓	✗	✓	✗	✓	Reliability and Resilience Line of Sight and Engagement Summary
Asset Resilience	High	High	Low	✗	✓	✓	✓	✗	Reliability and Resilience Line of Sight and Engagement Summary
Environmental Resilience	Medium	High	Low	✓	✓	✓	✓	✗	Reliability and Resilience Line of Sight and Engagement Summary
Workforce Resilience	Low	Medium	Medium	✗	✓	✓	✓	✗	Workforce Resilience Strategy
Supply Chain Resilience	Low	Low	Medium	✗	✓	✗	✓	✗	Supply Chain Resilience Core Narrative
Cyber Resilience	Medium	Medium	Low	✗	✓	✗	✓	✗	Cyber Resilience Strategy
Other Resilience <sup>2</sup>	Low	Low	Low	✗	✓	✗	✓	✗	Maintaining a safe and Resilient Network Core Narrative
Safety	Low	High	Low	✓	✓	✓	✓	✗	Safety Strategy

<sup>2</sup> Other Resilience includes the following topic areas: Organisational Resilience, Electricity System Restoration, Telecoms and Physical Security

<b>Achieving Net Zero</b>	Medium	Low	High	✓	✓	✓	✓	✗	Environmental Action Plan Strategy, Achieving Net Zero Line of Sight and Engagement Summary
<b>DSO</b>	Medium	High	High	✗	✓	✓	✓	✗	DSO Strategy, DSO Line of Sight and Whole System & DSO Engagement Summary
<b>Whole Systems</b>	Medium <sup>3</sup>	High	High	✓	✓	✓	✓	✓	Whole Systems Strategy, Line of Sight, Whole System & DSO Engagement Summary and Facilitating Net Zero Engagement Summary
<b>Digitalisation</b>	Medium	High	Medium	✓	✓	✓	✓	✗	Digitalisation Strategy, Line of Sight and Engagement Summary
<b>Innovation</b>	Low	Medium	High	✗	✓	✗	✓	✗	Innovation Strategy, Line of Sight and Engagement Summary
<b>Competition</b>	Low	Low	Low	✗	✓	✗	✓	✗	Competition Core Narrative
<b>Forecasting and Scenarios</b>	Low	Medium	Low	✗	✓	✗	✓	✗	Forecasting and Scenarios Core Narrative

<sup>3</sup> Could be high dependent on the extent uncertainty mechanisms are required given the pace of the Net Zero transition

## 2.5. Engagement Mechanisms Table

Table 2: Engagement mechanisms

Technique	Pros/Good for	Cons/Not good for
<b>Quantitative Surveys</b>	<p>Relatively easy and inexpensive to conduct especially if online.</p> <p>Can achieve geographic and demographic reach</p> <p>Can be sized to provide statistically robust findings for population and segments of it.</p>	<p>Questions must be simple and easy to answer so capturing nuance is difficult and the interpretation or results consequently challenging.</p> <p>Care needed to frame the survey stimulus to avoid invalid responses</p> <p>Online surveys limited to people with internet access. Postal &amp; telephone survey response rates usually low</p>
<b>Qualitative Focus Groups</b>	<p>Exploring topics in depth. Allows for developing understanding of nuanced positions and qualitative information in the form of opinions, feelings and attitudes</p> <p>Deliberative techniques (e.g. over several meetings) allow for building understanding and deeper/detailed insight</p>	<p>Data difficult to analyse</p> <p>Results can be skewed by biases (dominance or moderator)</p> <p>Not statistically robust so inference to the whole population difficult</p>
<b>Interviews</b>	<p>Exploring insightful threads</p> <p>Course correcting in real-time</p> <p>Talking to the Digitally excluded</p>	<p>Expensive. It is generally difficult to achieve high coverage</p> <p>Outcomes depend on the skill of the interviewer.</p>
<b>Online Community</b>	<p>Relatively easy and inexpensive to conduct</p> <p>Runs over a number of days, allows respondents time for self-reflection and opportunity to provide balanced views</p> <p>Opportunity to discuss multiple topics during the duration of study</p> <p>Respondents can respond to others views</p>	<p>Limited live two-way conversations</p> <p>Care needed to frame stimulus to avoid invalid responses</p> <p>Outcomes depend on the skill of the moderator.</p> <p>Community limited to people with internet access.</p>
<b>Stated Preference</b>	<p>One of the few ways of understanding willingness to pay for goods and services which are not valued in a market</p> <p>Statistically robust and avoids various problems with bias</p> <p>Has been a de facto standard approach for some time</p>	<p>Complex to design and implement and easy to mis-specify.</p> <p>Dependent on good design and selection of attributes, service levels and appropriately designed stimulus</p> <p>Results need to be used with care in valuing benefits.</p>
<b>Expert Panels</b>	<p>Panels typically run over many months, continuity in membership allows opportunity to iteratively develop ideas, or report on progress</p> <p>In depth deliberative sessions with stakeholder experts offer the opportunity to co-design areas, either through generating new ideas or refining existing</p> <p>Participants expertise can be used to challenge approaches through detailed and technical discussion as required</p> <p>Panels can run over many months so as to develop ideas, or understand feedback</p>	<p>Some stakeholders may have vested interests and such put biased views forward</p> <p>For niche areas, can be challenging to find appropriate breadth of views</p>

<b>Workshop / Surgeries</b>	<p>Events allow for deliberative sessions with stakeholder experts offering the opportunity to understand views and gain feedback on proposals</p> <p>Participants expertise can be used to challenge approaches through detailed and technical discussion as required</p>	<p>Attendance could vary across sessions such that views from one session to the next might not always align</p> <p>Some stakeholders may have vested interests and such put biased views forward</p> <p>For niche areas, can be challenging to find appropriate breadth of views</p>
<b>Bi-lateral</b>	<p>Person to person or organisation to organisation allows for very specific topics to be discussed that effects both parties</p>	<p>Closed forum could result in limited viewpoints considered</p>
<b>Forums</b>	<p>Wide audience allows the ability to present views to more participants</p> <p>Feedback can be captured through simple surveys or Q&amp;A</p>	<p>Survey results won't be statistically robust</p> <p>Large audiences can inhibit some respondents to share views</p>
<b>Consultation</b>	<p>Running a consultation allows more people to comment directly on proposals</p> <p>Adding specific questions around the consultation allows direct feedback on issues where feedback is sought</p>	<p>Risks only informed stakeholders responding if the publicity around the consultation isn't robust</p> <p>Often requires a lot of effort on respondents to provide feedback</p>
<b>Social Media / Interactive Platform</b>	<p>Allows the dissemination of information to large followings</p> <p>Opportunity to generate feedback on issues at speed</p>	<p>Depth of interaction likely to be very high-level due to the restrictions of the platforms</p> <p>Digitally excluded will unlikely be able to partake</p>

## 2.6. Business Plan Topic Engagement Mechanisms Table

Table 3: Engagement mechanisms applied against different topics

Topic	Engagement Mechanisms										
	Quantitative Surveys	Qualitative Focus Group	Interviews	Online Community	Stated Preference	Expert Panels	Workshop / Surgeries	Bi-lateral	Forums	Consultation	Social Media
Social Contract	✓	✓									
Customer Services	✓	✓	✓	✓	✓						
Vulnerability	✓	✓	✓	✓	✓	✓	✓	✓			
Connections	✓		✓			✓	✓		✓		
Reliability	✓	✓	✓	✓	✓						
Asset Resilience	✓	✓	✓	✓	✓		✓				
Environmental Resilience	✓	✓	✓				✓				
Workforce Resilience		✓							✓		
Supply Chain Resilience						✓	✓	✓		✓	
Cyber Resilience						✓					
Other Resilience <sup>4</sup>							✓	✓			
Safety	✓	✓	✓	✓			✓				
Achieving Net Zero	✓	✓	✓	✓	✓	✓	✓				
Establishing a DSO	✓	✓	✓	✓	✓	✓		✓			
Whole Systems	✓	✓	✓	✓	✓	✓	✓	✓			✓
Digitalisation		✓							✓		✓
Innovation	✓	✓				✓		✓	✓		
Competition						✓	✓	✓		✓	
Forecasting and Scenarios								✓	✓		

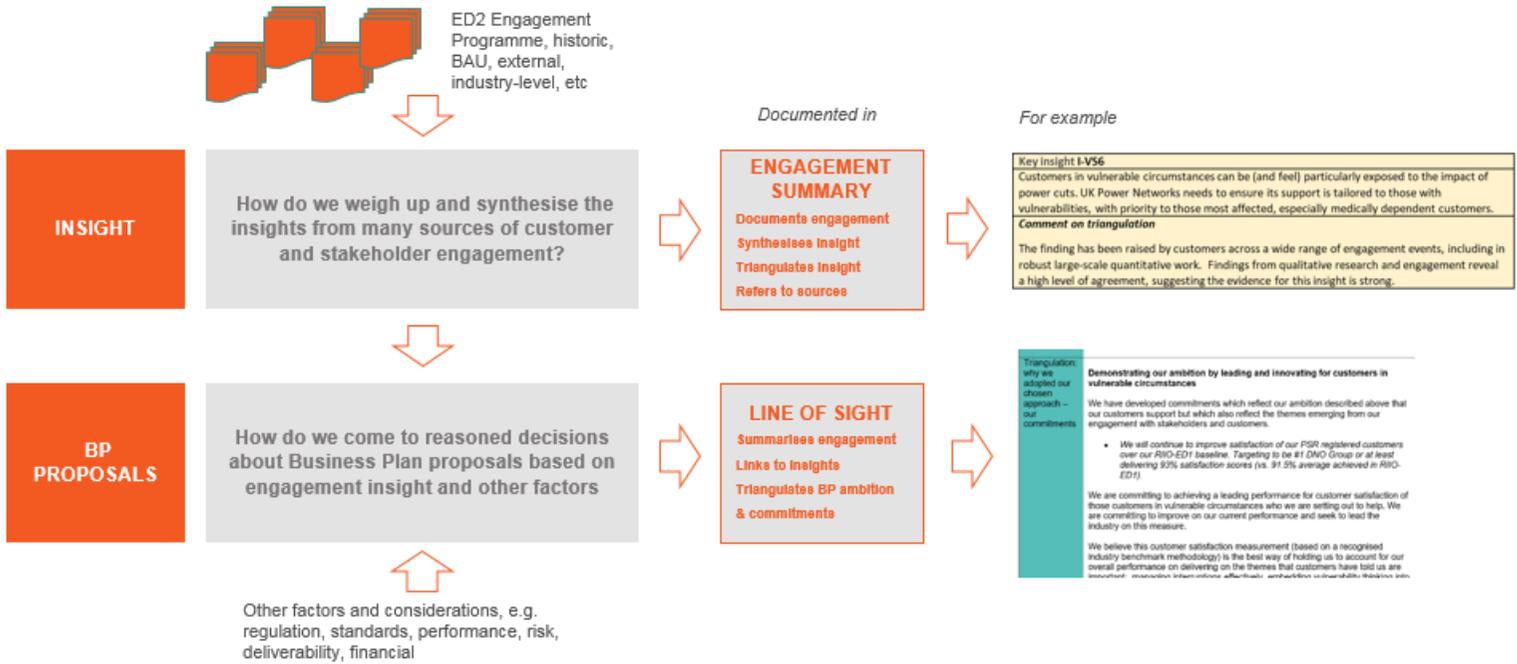
<sup>4</sup> Other Resilience includes the following topic areas: Organisational Resilience, Electricity System Restoration, Telecoms and Physical Security

## 2.7. Triangulation

Figure 2: Triangulation process

**Triangulation** is the process by which we collate and summarise a broad set of evidence, understanding strengths and weaknesses and coming to reasonable conclusions about engagement insight and business plan proposals

We document our triangulation in Engagement Summary and Line of Sight documents top-down and bottom-up



Top Down

Executive Level input to review material areas where

- insights are contradictory or finely balanced or where there is a spectrum of views
- views of customers or stakeholders challenge the direction of emerging business plan proposals or other factors
- customers and stakeholder views challenge Ofgem's RIIO-ED2 framework

Top-down triangulation involved

- formal planned sessions chaired by a third party with topics selected by applying specific criteria to all areas of the Business Plan
- ongoing discussions at EMT level informed by CEG input
- approval of BP Proposals

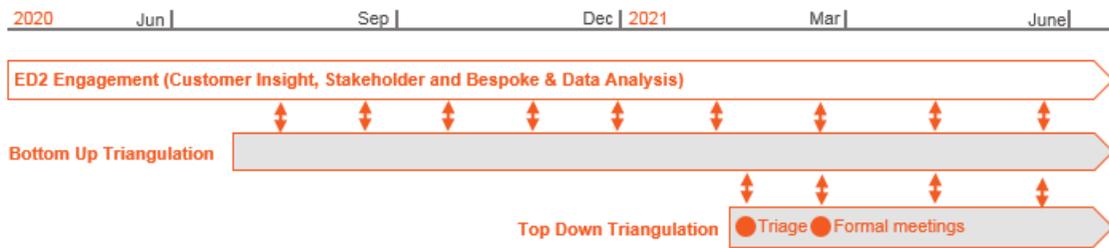
Triangulation

Bottom Up

Business leaders consider the range of insights and making a balanced judgement on the findings to make decisions throughout the Business Plan development process, including:

- Shaping subsequent phases of engagement
- Determining options for testing with customers
- Developing and refining Business Plan proposals

Triangulation is iterative, ongoing and cumulative



### 3 Core Customer Insight Programme Overview

Table 4 below describes the five phases of the core customer insight programme, summarising the objective of each phase of engagement, the types of engagement used, and the number of customers and/or stakeholders covered by each phase.

Table 4: Core Customer Insight Programme Overview

Phase	Objective	Engagement Type	Coverage						
			Size	EPN	LPN	SPN	Business	Domestic	Vulnerable
<b>Phase 1: Understanding Priorities</b>	Gain a broad understanding on general customer attitudes, preferences and current understanding of the energy market <ul style="list-style-type: none"> <li><b>The output of this work will inform the work conducted in Phase 2</b></li> </ul>	<ul style="list-style-type: none"> <li>Quantitative survey</li> <li>Online community</li> <li>Interviews</li> </ul>	4,250	✓	✓	✓	✗	✓	✓
<b>Phase 2: Priority Development</b>	Understanding customer priorities in relation to the UK Power Networks business plan <ul style="list-style-type: none"> <li><b>This builds on the knowledge from Phase 1 and RIIO-ED1 engagement, the output will be used to inform options development (for Phase 4)</b></li> </ul>	<ul style="list-style-type: none"> <li>Online community</li> <li>Qualitative focus groups</li> <li>Interviews</li> </ul>	135	✓	✓	✓	✓	✓	✓
<b>Phase 2b: Deep dives</b>	Gain a deeper understanding of specific priority areas for UK Power Networks e.g. Net Zero and Vulnerability	<ul style="list-style-type: none"> <li>Qualitative focus groups</li> <li>Interviews</li> </ul>	74	✓	✓	✓	✓	✓	✓
<b>Phase 2c: Stakeholder</b>	Gain a deeper understanding of <i>stakeholder</i> priorities	<ul style="list-style-type: none"> <li>Qualitative focus groups</li> <li>Interviews</li> </ul>	38	✓	✓	✓	✗	✗	✗
<b>Phase 3: Willingness to Pay (WTP)</b>	Understand how much customers value specific attributes of the plan and related levels of service <ul style="list-style-type: none"> <li><b>The output of this phase will be used to inform options development (for Phase 4)</b></li> </ul>	<ul style="list-style-type: none"> <li>Stated preference survey</li> </ul>	3,109	✓	✓	✓	✓	✓	✓
<b>Phase 4: Options testing</b>	Understand customers preferred options in each specific area <ul style="list-style-type: none"> <li><b>The output of this work will inform the development of the preferred options for the business plan.</b></li> </ul>	<ul style="list-style-type: none"> <li>Online community</li> <li>Qualitative focus groups</li> <li>Interviews</li> </ul>	5,018	✓	✓	✓	✓	✓	✓
<b>Phase 5a: Acceptability Testing</b>	Understand acceptability levels of the entire business plan and its components, both at group (e.g. CIVS) level and UK Power Networks total level <ul style="list-style-type: none"> <li><b>The output of this work will inform whether the business plan is acceptable</b></li> </ul>	<ul style="list-style-type: none"> <li>Quantitative survey</li> <li>Interviews</li> </ul>	3,520	✓	✓	✓	✓	✓	✓
<b>Phase 5b: Acceptability Testing</b>	Additional exploration amongst demographics that gave higher levels of 'don't know' when asked if our plan was acceptable during Phase 5a. Understanding from this will be used to inform our ongoing engagement with different demographic groups.	<ul style="list-style-type: none"> <li>Qualitative focus groups</li> </ul>	40	✓	✓	✓	✗	✓	✓

## 4 Core Customer Insight Programme: Detailed Engagement Tables

In this section, Tables 5 to 13 provide an overview of the purpose, method and coverage size of the engagement activities carried out in each phase of the core customer insight programme.

Table 5: Phase 1 – Understanding Priorities

Engagement Type	Purpose	Method	Coverage Size
<b>Quantitative Survey</b>	To provide a view of overall customer priorities, which sets energy in the bigger picture of their lives. It also provided an analysis of the overall reputation of the energy industry and providers, including a comparison to related industries.	Savanta surveyed 4,203 UK adults online, including 3,075 respondents specifically based across UK Power Networks' operational regions: <ul style="list-style-type: none"> <li>1,128 nationally representative</li> <li>1,074 East of England Network (EPN)</li> <li>1,000 Southern Power Networks (SPN)</li> <li>1,001 London Power Networks (LPN)</li> </ul> Covers subgroups based on age, working status, ethnicity etc.	4,203
<b>Online community</b>	To understand the 'why' behind the quantitative stream and to understand customers priorities and their relationship with electricity in greater detail.  This provides an assessment of UK Power Networks against core customer needs and priorities (e.g. digital, responsiveness, communications etc.) and a comparison against related industries.	35 participants pre-recruited and asked to log on each day over a 7-day period to complete a set of tasks focussed on the energy market: <ul style="list-style-type: none"> <li>12 x LPN</li> <li>12 x SPN</li> <li>11 x EPN</li> </ul> The online community was recruited in a manner to ensure: <ul style="list-style-type: none"> <li>50/50 gender split per location</li> <li>Mix of ages from 18-65+ per region</li> <li>Mix of SEG5 per region</li> </ul>	35
<b>Interviews</b>	To supplement the 7-day online community with in-depth interviews with CIVS to ensure their voice can be heard.	12 Customers in Vulnerable Situations (CIVS) pre-recruited to complete a 60-minute phone interview with moderator: <ul style="list-style-type: none"> <li>4 x SPN</li> <li>4 x SPN</li> <li>4 x EPN</li> </ul> Interviewees recruited in a manner to ensure: <ul style="list-style-type: none"> <li>Mix of physical, situational and financial vulnerabilities</li> <li>50/50 gender split per location</li> <li>Mix of ages and SEG per region</li> </ul>	12
			<b>4,250</b>

<sup>5</sup> Socio Economic Group

Table 6: Phase 2 – Priority Development

Engagement Type	Purpose	Method	Coverage Size
<b>Online community</b>	The objective of the community was to get closer to customers over a longer period of time, to understand more about them and their lives and discuss each of the priority areas identified in the State of the Nation report and historic engagement in more depth. It allowed us to have an extended, deliberative engagement with a large group of customers. This technique enabled us to discuss multiple topics with people, provide more information about UK Power Networks and the category (to ensure a more informed response) and to discuss and then compare each of the priority areas.	<p>4-week online community with domestic customers:</p> <ul style="list-style-type: none"> <li>• 16 x future bill-payers (18-23 year olds)</li> <li>• 16 x pre-family (23-35 year olds)</li> <li>• 16 x young family (35-45 year olds)</li> <li>• 16 x older family (45–65 year olds)</li> <li>• 16 x empty nesters (65+)</li> </ul> <p>The online community was recruited in a manner to ensure:</p> <ul style="list-style-type: none"> <li>• Age groups split evenly across 3 regions</li> <li>• 50/50 gender split per group</li> <li>• Ensure spread of SEG per location</li> <li>• Ensure representation of non-white ethnicities: East Anglia (10%), London (50%), Kent, East Sussex (10%)</li> </ul>	80
<b>Qualitative Focus groups</b>	The objective of the focus groups was to go into further depth with smaller numbers of customers - either based on a specific topic or specific audience type. The groups allowed us to have more in depth, face to face conversations, identifying issues that mattered more to customers and probing why this was important to them. We were also able to explore comprehension around some of the more complex issues we were discussing.	<p>4 x 1.5-hour focus groups with respondents (via video call):</p> <ul style="list-style-type: none"> <li>• Group 1 - Families (young and old) x 6</li> <li>• Group 2 - Future bill-payers x 6</li> <li>• Group 3 - Clean Energy Users x 6</li> <li>• Group 4 - Empty Nesters x 5</li> </ul> <p>Participants selected based on the level of contribution from the online community. There was a spread of regions in groups.</p>	23
<b>Interviews</b>	The objective of the IDIs with vulnerable customers was to spend time with these groups exploring the realities of their day to day lives and ensuring that their perspectives were fully represented. This technique allowed us to speak to vulnerable and hard to reach groups in a simple, accessible way. We were able to discuss their circumstances in more depth and identify where they felt UK Power Networks could play a more active role in their lives. The objective of the business customer IDIs was to isolate and discuss the issues that mattered most to businesses and ensure we were able to explicitly call these out vs domestic customers.	<p>16 x 1-hour IDIs (via telephone) with vulnerable customers</p> <ul style="list-style-type: none"> <li>• 6 x Vulnerable</li> <li>• 5 x Hard to reach</li> <li>• 5 x Fuel poverty</li> </ul> <p>16 x 1-hour IDIs (via video call) with business customers:</p> <ul style="list-style-type: none"> <li>• 8 x micro business</li> <li>• 8 x SMEs</li> </ul>	32
			<b>135</b>

Table 7: Phase 2b – Priority Development (Net Zero)

Engagement Type	Purpose	Method	Coverage Size
<b>Qualitative Focus groups</b>	<p>The objective of the focus groups was to go into more depth with smaller numbers of customers - either based on a specific topic or specific audience type.</p> <p>The groups allowed us to have more in depth, online face to face conversations, identifying issues that mattered more to customers and probing why this was important to them. We were also able to explore comprehension around some of the more complex issues we were discussing.</p>	<p>7 x 2-hour focus groups with domestic customers:</p> <ul style="list-style-type: none"> <li>• 4 x young single - urban (18-23 year olds)</li> <li>• 4 x young single - rural (18-23 year olds)</li> <li>• 4 x family - urban</li> <li>• 4 x family - rural</li> <li>• 4 x empty nesters - urban (65+)</li> <li>• 4 x empty nesters - rural (65+)</li> </ul>	28
<b>Interviews</b>	<p>This technique allowed us to speak to vulnerable and hard to reach groups in a simple, accessible way. We were able to discuss their circumstances in more depth and identify where they felt UK Power Networks could play a more active role in their lives.</p> <p>The objective of the business customer IDIs was to isolate and discuss the issues that mattered most to businesses and ensure we were able to explicitly call these out vs domestic customers.</p>	<p>2 x 60-min IDIs with CIVS (Fuel Poverty):</p> <ul style="list-style-type: none"> <li>• 1 x fuel poverty</li> <li>• 1 x hard to reach</li> </ul> <p>2 x 60-min IDIs with business customers:</p> <ul style="list-style-type: none"> <li>• 2 x SMEs operating in the South East</li> </ul>	4
			<b>32</b>

Table 8: Phase 2b – Priority Development (Vulnerability)

Engagement Type	Purpose	Method	Coverage Size
<b>Qualitative Focus groups</b>	<p>The objective of the focus groups was to go into more depth with smaller numbers of customers - either based on a specific topic or specific audience type.</p> <p>The groups allowed us to have more in depth, online face to face conversations, identifying issues that mattered more to customers and probing why this was important to them. We were also able to explore comprehension around some of the more complex issues we were discussing.</p>	<p>6 x 90 min focus groups with domestic customers, each comprising:</p> <ul style="list-style-type: none"> <li>• 2 x Young Singles (1x Urban &amp; 1x Rural)</li> <li>• 2 x Families (1x Urban &amp; 1x Rural)</li> <li>• 2 x Empty Nesters (1x Urban &amp; 1x Rural)</li> </ul> <p>1 x 90 mini focus group with CIVs, comprising:</p> <ul style="list-style-type: none"> <li>• 1 x PSR Eligible</li> <li>• 1 x Struggling with Bills</li> </ul>	38
<b>Interviews</b>	<p>This technique allowed us to speak to vulnerable and hard to reach groups in a simple, accessible way. We were able to discuss their circumstances in more depth and identify where they felt UK Power Networks could play a more active role in their lives.</p> <p>The objective of the business customer IDIs was to isolate and discuss the issues that mattered most to businesses and ensure we were able to explicitly call these out vs domestic customers.</p>	<p>2 x 60 min IDIs with CIVS (hard to reach)</p> <ul style="list-style-type: none"> <li>• Geographical spread</li> <li>• English as a 2nd language</li> <li>• Elderly / less tech proficient</li> </ul> <p>2 x 60min IDIs with business customer:</p> <ul style="list-style-type: none"> <li>• 2 x SMEs operating in the South East</li> </ul>	4
			42

Table 9: Phase 2c – Priority Development (Stakeholders)

Engagement Type	Purpose	Method	Coverage Size
<b>Online Community</b>	The forums are to leverage the benefits of informed feedback to understand what is on the minds of our stakeholders. What are the issues that will impact and affect their organisations over the next 5-10 years?	2 x 2 day online stakeholder forums (split by common interests: technical and social): <ul style="list-style-type: none"> <li><b>Stakeholder Community 1: Technical</b> - 20 Stakeholders from the following industry segments: Infrastructure, DER<sup>6</sup>, Supply Chain, Trade Associations, Utilities.</li> <li><b>Stakeholder Community 2: Community</b> - 15 stakeholders from the following industry segments: Consumer Groups &amp; NGOs, Government / Local Authorities, Academia.</li> </ul>	35
<b>Interviews</b>	Within the frame of feedback received, to inform the development of potential business plan options and optionality. The IDIs focus on: <ul style="list-style-type: none"> <li>Their current &amp; future priorities/ material issues,</li> <li>What they want to see from UK Power Networks future business priorities, and</li> <li>Views on current priority areas &amp; trade-offs.</li> </ul>	10 x 30min IDIs - follow up depth interviews to explore key themes across stakeholder groups from Online Forums <ul style="list-style-type: none"> <li><b>Stakeholder Community 1: Technical</b> - 20 Stakeholders from the following industry segments: Infrastructure, DER, Supply Chain, Trade Associations, Utilities.</li> <li><b>Stakeholder Community 2: Community</b> - 15 stakeholders from the following industry segments: Consumer Groups &amp; NGOs, Government / Local Authorities, Academia.</li> </ul>	
<b>Interviews</b>	As per the stakeholder IDIs, the sessions with large businesses are to understand their bespoke thoughts and priorities in order to inform the development of potential business plan options and optionality. The IDIs focus on: <ul style="list-style-type: none"> <li>Their current &amp; future priorities/ material issues,</li> <li>What they want to see from UK Power Networks future business priorities, and</li> <li>Views on current priority areas &amp; trade-offs.</li> </ul>	3 x 30min IDIs via video call aimed at understanding the views of large businesses: <ul style="list-style-type: none"> <li>Gatwick Airport</li> <li>Veolia</li> <li>Anglian Water</li> </ul>	3
			<b>38</b>

<sup>6</sup> Distributed Energy Resources

Table 10: Phase 3 – Willingness to Pay

Engagement Type	Purpose	Method	Coverage Size
<b>Testing Focus groups/IDIs</b>	Pre-main stage research. Check statements are clear to respondents. Ensure option levels are expressed in format that is easily correct format e.g. % or whole numbers.	<ul style="list-style-type: none"> <li>• 9 domestic groups of 6</li> <li>• 6 business groups of 6</li> <li>• 9 IDIs with CIVs</li> </ul>	99
<b>Cognitive testing</b>	Pre-main stage research. Respondents taken through a “live experience” survey with interviewer to check for any hesitancy.	10 respondents take the survey with moderator on Zoom asking questions when anything seems unclear.	10
<b>Stated preference survey main fieldwork</b>	<p>Main stage research. Develop an understanding of customers' willingness to pay for improvements relative to individual attributes and to the bill impact.</p> <p>Provide evidence that can be used to understand areas of customer priorities and strategic importance.</p>	<p>Deriving customers Willingness-to-Pay through a survey which presents a series of ‘choice experiments’ – asking customers to make a trade-off between changes in service attributes related to one topic and changes in their bill.</p> <p><b>Domestic customer survey:</b></p> <ul style="list-style-type: none"> <li>• 750 x surveys with HH bill payers (EPN)</li> <li>• 750 x surveys with HH bill payers (LPN)</li> <li>• 750 x surveys with HH bill payers (SPN)</li> <li>• 100 x pilot surveys with a nationally representative (‘Nat Rep’) sample of HH bill payers in England, Scotland and Wales</li> <li>• 750 x surveys with a ‘Nat Rep’ sample of HH bill payers in England, Scotland and Wales (but excluding any from EPN, LPN or SPN due to the scarcity of contacts in these areas).</li> </ul> <p><b>Business customer survey:</b></p> <ul style="list-style-type: none"> <li>• 400 x surveys with SMEs in the Eastern Power Networks (EPN) area</li> <li>• 400 x surveys with SMEs in the London Power Networks (LPN) area</li> <li>• 400 x surveys with SMEs in the South Eastern Power Networks (SPN) area</li> <li>• 100 x pilot surveys with a national representative (‘Nat Rep’) sample of SMEs in England, Scotland and Wales</li> <li>• 400 x surveys with a ‘Nat rep’ sample of SMEs in England, Scotland and Wales (but excluding any from EPN, LPN or SPN due to the scarcity of contacts in these areas).</li> </ul>	3,000
			<b>3,109</b>

Table 11: Phase 4 – Options Testing

Engagement Type	Purpose	Method	Coverage Size
<b>Online survey</b>	<p>This method allows us to understand preferences for option areas against one another by mimicking real-life trade-off situations and helps us understand which options are the most preferable within the option area.</p> <p>Questions are posed within the context of relative cost difference of options and the context of the whole bill to ensure they are realistic.</p>	<p>Customers will complete an online survey, ranking a list of 15 priority areas and stating how much they like their preferred options within those areas.</p> <p><b>4,200 domestic customers:</b></p> <ul style="list-style-type: none"> <li>• 1,000 per region</li> <li>• 100 fuel poor 'boost' per region</li> <li>• 100 early (potential) adopters 'boost' per region</li> <li>• 200 'boost' CIVS per region</li> </ul> <p><b>500 SME businesses:</b></p> <ul style="list-style-type: none"> <li>• SME businesses (less than 50 employees) spread across region and industry</li> </ul>	4,700
<b>Focus groups and in-depth interviews</b>	<p>Gain a deeper qualitative understanding of attitudes towards the option areas and the options within them to understand, for example, why most survey respondents are selecting the least ambitious of the three options offered. It also enables us to understand which options areas are not 'clear cut' or are generally unpopular.</p>	<ul style="list-style-type: none"> <li>• 42 focus groups of 6 (Quotas by region, SEG, urban/rural, housing tenure)</li> <li>• 66 IDIs (Telephone and Microsoft teams)</li> </ul>	318
			<b>5,018</b>

Table 12: Phase 5a – Acceptability Testing

Engagement Type	Purpose	Method	Coverage Size
IDIs	An understanding of acceptability levels of the entire business plan and its components, specifically focussing on groups not addressable in the online survey (Larger businesses (50+ employees), stakeholders and specific CIVs groups (e.g. digitally disenfranchised)).	Qualitative work to gauge acceptability amongst audiences that cannot be quantified (e.g. very large business customers and stakeholders) to understand the 'why' behind the acceptability figures.  <b>CIVs</b> <ul style="list-style-type: none"> <li>• 10 x CIVs depth interviews</li> </ul> <b>Business customers</b> <ul style="list-style-type: none"> <li>• 10 x larger businesses</li> </ul>	20
Online surveys	An understanding of acceptability levels of the entire business plan and it's components, both at a regional level and a UK Power Networks total level.	A major quantitative programme with core audiences to assess sentiment towards, and acceptability of, all business options within the business plan, as well of the business plan:  <b>Domestic customers:</b> <ul style="list-style-type: none"> <li>• 3,000 total (1,000 per region)</li> </ul> <b>Business customers:</b> <ul style="list-style-type: none"> <li>• 500 SMEs total</li> </ul>	3,500
			3,520

Table 13: Phase 5b – Acceptability Testing

Engagement Type	Purpose	Method	Coverage Size
Focus Groups	<p>To provide a robust and deep understanding of the 'DE' SEG audience's view on the business plan from Phase 5a, exploring the reasons behind the proportionally higher number of 'don't know' responses to the acceptability survey.</p> <p>The output will provide learning to be factored into our ongoing engagement to enable improved engagement with different social-economic grades.</p>	<p><b>Domestic customers:</b></p> <ul style="list-style-type: none"> <li>8 x 2-hour focus groups of 5 customers (6 groups with DE social-economic grades, and 2 groups of 18-34 year old that are also in the DE social-economic grades. All groups had a mix of EPN, LPN and SPN customers)</li> </ul>	40
			40

## 5 Deep Stakeholder Conversation: Overview

Alongside the core customer engagement, we ran a large stakeholder programme to help answer specific strategic questions and to challenge our thinking. We used stakeholder input across all areas of our plan, but some areas required more interaction due to the complexity of the subject matter. As such, we employed a variety of methods that we established during RIIO-ED1 as well as new techniques to address particular needs. These ranged from forums, webinars, to questionnaires and the use of social media.

Specifically, for key areas we developed a process of co-design, where we worked with a group of informed experts over a longer period of time. To enable this, we established seven “co-creation” panels with industry experts to push us on our ambition and to co-design our business strategy, feeding in results from the customer programme where necessary to ensure views were grounded in context.

These co-creation expert panels covered the following business plan areas:

- Our DSO Strategy
- Our Environmental Action Plan
- Our Whole Systems Strategy
- Our Vulnerability Strategy
- Our Connections Strategy
- Our Innovation Strategy
- Our Cyber Resilience Strategy

The thoughts and ideas of our stakeholders who input through this process all fed into the business plan options that we tested with customers in Phase 4 of the Core Customer Insight Programme.

Following the development stage of our plan, we went through another round of engagement with stakeholders, both with our panels and key experts to gain feedback on our final proposals. Asking them to share their view on the scope and ambition of the plan to determine their level of support for our strategy and approach.

## 6 Deep Stakeholder Conversation: Detailed Engagement Tables

In this section, Tables 14 to 25 provide an overview of the purpose, method and coverage size of the stakeholder engagement activities carried out alongside the Core Customer Insight Programme to help answer specific strategic questions and to challenge our thinking.

Table 14: DSO

Engagement Type	Purpose	Method	Coverage Size
<b>Expert Panel</b>	To receive overall steer, feedback and validation of UK Power Networks' plans and approach to DSO in RIIO-ED2.	<p><b>Our DSO Advisory Panel met three times between November and December 2020 and once more in September 2021.</b></p> <p>Advisory panel to challenge our interpretation of what stakeholders are telling us and shape our strategy. In particular, sessions with the advisory panel were designed to gather views on:</p> <ul style="list-style-type: none"> <li>UK Power Networks' DSO focus areas for RIIO-ED2,</li> <li>Calibration of the levels of ambition and associated options,</li> <li>Specific strategic questions, like how to achieve suitable transparency,</li> <li>How to interpret stakeholder feedback and incorporate this into the UK Power Networks RIIO-ED2 plan, and</li> <li>Seeking feedback on our final position for the proposals within our plan for DSO.</li> </ul> <p>Sessions with the Panel were held virtually via MS Teams and were structured around materials prepared by UK Power Networks based on existing stakeholder research and emerging plans and options.</p>	<p>Our DSO Advisory Panel consisted of 6 members representing:</p> <ul style="list-style-type: none"> <li>Kaluza</li> <li>Association of Decentralised Energy</li> <li>Energy Systems Catapult</li> <li>EPEX SPOT</li> <li>Greater London Authority</li> <li>Cambridge University</li> </ul> <p>6 x 4 Panel sessions</p>
<b>Focus Groups</b>	To co-create UK Power Networks' RIIO-ED2 initiatives by identifying gaps, omissions and suggesting improvements to our options	<p><b>We held four topic-specific focus groups on DSO between November 2020 and October 2021.</b></p> <p>The four sessions covered: Technical Market Operations; Network Operations; Market &amp; Operations and Flexibility</p> <p>Each Focus Group was designed to gain input into options associated with individual DSO Roles with relevant stakeholders. We presented our existing analysis and emerging options and gathered feedback on the specific views and requirements of the stakeholder groups to inform development of our plan. The topics addressed with stakeholders included:</p> <ul style="list-style-type: none"> <li>Data provision</li> <li>Data requirements (by stakeholder types)</li> <li>Monitoring and network visibility requirements</li> <li>Network planning information requirements</li> <li>Connections requirements</li> <li>Innovation and whole systems</li> </ul>	<p>Across the four Focus Groups we worked with a total of 41 stakeholders representing:</p> <ul style="list-style-type: none"> <li>Flexibility market operators</li> <li>Infrastructure developers</li> <li>Public authorities</li> </ul>

<p><b>Bilaterals</b></p>	<p>To share our DSO strategy and to gain feedback. In addition, some bilaterals were focussed on specific details such as the calculation of whole system benefits or the design of flexibility services.</p>	<p><b>We held 10 bilaterals between August, September and October 2021</b></p> <p>The session we held in the main had three objectives or focus areas:</p> <p>DSO Strategy:</p> <ul style="list-style-type: none"> <li>To test the scope and ambition of our strategy, scope of our commitments and gaining feedback on our CVPs</li> </ul> <p>Flexibility:</p> <ul style="list-style-type: none"> <li>How we can work more effectively together to develop compelling smart propositions for consumers.</li> <li>What are the key barriers to the flexibility and energy efficiency strategy that UK Power Networks has laid out and how do we address these.</li> </ul> <p>Whole System Benefits:</p> <ul style="list-style-type: none"> <li>Validating whole system benefit calculations</li> <li>Identify other benefit streams</li> <li>Regional benefit identification</li> </ul>	<p>Bilaterals were held with organisations such as:</p> <ul style="list-style-type: none"> <li>Octopus</li> <li>Limejump</li> <li>Flexiticity</li> <li>Elexon</li> <li>Ohme</li> <li>OVO/Kaluza</li> <li>National Grid ESO</li> <li>Imperial College</li> <li>Carbon Trust</li> </ul> <p>10 bilaterals in total</p>
			<p>75</p>

Table 15: Environmental Action Plan

Engagement Title	Purpose	Method	Coverage Size
Expert Panel	To receive subject matter experts' views and overall steer, feedback and validation of UK Power Networks' RIIO-ED2 Environmental Action Plan.	<p><b>Our Critical Friends Panel Kick off Meetings – two panels on the 3rd November 2020 each lasting two hours. One further session in September 2021 to seek feedback on our EAP.</b></p> <p>For the sessions in 2020, a detailed pack was sent to them prior to the meetings covering scope of the CFP, details on UK Power Networks, Key environmental performance to date and current KPIs. Significant environmental impacts and environmental incident history to date. Current research, stakeholder engagement and customer views to date. Outline options for each area of the EAP (Bronze, Silver, Gold).</p> <p>In both sessions we gathered subject matter expert views on UK Power Networks' current performance and OFGEMs baseline EAP requirements and level of ambition.</p> <p>We then looked at the suggested options we had outlined in our draft plan and key targets such as having a verified Science Based Target for carbon reduction. As well as seeking opinion on best practice both within and outside our sector.</p> <p>For the session in September 2021, we package up our EAP and commitments from our draft business plan submission to gain feedback. We ran 1 session across 2 days to allow as many members as possible to attend.</p>	<p>Our Critical Friends Panel consisted of 14 organisations representing:</p> <ul style="list-style-type: none"> <li>• Sustainability experts</li> <li>• Wildlife organisations</li> <li>• Environmental consultants</li> <li>• Construction experts</li> <li>• Water companies</li> <li>• Fleet experts</li> <li>• Energy Auditors</li> <li>• Waste and resource managers</li> <li>• Carbon management experts</li> <li>• Supply chain/suppliers</li> </ul> <p>14 x 3 Panel sessions</p>
Individual Surgeries	To co-create initiatives and engagement activity to be prioritised and included in UK Power Networks' RIIO-ED2 Environmental Action Plan.	<p><b>We held 14 individual surgeries between 6th November and 1st December 2020 and a further 2 surgeries in September 2021. Each one lasting an hour to two hours.</b></p> <p>Each surgery focussed on an individual element of our EAP. In the sessions, we held detailed discussions with subject matter experts on actions, targets and ambition required in the plan covering both the key area of their expertise and the wider sustainability considerations.</p> <p>The topics addressed included: Sustainable Business; Science Based Targets; Environmental Impacts; Supply Chain; Resource Use and Waste; Biodiversity &amp; Net Gain; Embodied Carbon; Fleet Management; Building Management, Network losses, Fluid Filled Cables, Statutory Nuisance, planning and noise, carbon offsetting, trading and internal price of carbon.</p> <p>The outputs from the surgeries fed back into the discussions of the Critical Friends Panel and directly influenced the actions included in our plan.</p>	<p>Across the 16 Surgeries we had 25 stakeholder interactions, with organisations representing:</p> <ul style="list-style-type: none"> <li>• SBTI \ Carbon experts</li> <li>• Biodiversity experts</li> <li>• Fleet Management</li> <li>• Resource use</li> <li>• Our supply chain: property, network, construction.</li> <li>• Built Environment</li> <li>• IEMA Sustainability</li> </ul>
			67

Table 16: Whole Systems

Engagement Type	Purpose	Method	Coverage Size
<b>Expert Panel</b>	To receive overall steer, feedback and validation of UK Power Networks' plans and approach to facilitating Net Zero in RIIO-ED2.	<p><b>Our Net Zero Council met three times between October and December 2020 and a final time in September 2021</b></p> <p>In the first Council meeting we introduced the Council to our stakeholder engagement to-date and discussed customer needs and priorities. In this session that panel was invited to discuss and input on our forward-looking engagement approach, as well as comment on the provision of options for our RIIO-ED2 Net Zero initiatives.</p> <p>In the second session, we played back to the Council the feedback from the focussed co-design workshops, and debated how this feedback impacted on the components of the plan and the options to be included.</p> <p>In the third session, we presented an updated proposed plan for RIIO-ED2 and sought further feedback from the Council members. We debated the options which should be carried forward for inclusions in options testing and validated that the plan and proposed options aligned with the levels of ambition expected by the council members.</p> <p>In the fourth session we presented our Whole Systems Strategy to test our approach to delivering whole system solutions that, whilst encompassing Ofgem's definition, goes further to deliver overall benefits to society and accelerate the Net Zero transition.</p>	<p>Our Net Zero Council consisted of 7 members representing:</p> <ul style="list-style-type: none"> <li>• Citizens Advice</li> <li>• Association for Decentralised Energy</li> <li>• Low Carbon Vehicle Partnership</li> <li>• EnergyUK</li> <li>• Imperial College London</li> <li>• Community energy South</li> <li>• AMP Clean Energy</li> </ul> <p>7 x 4 Council sessions</p>
<b>Co-design Workshops</b>	To co-create UK Power Networks' RIIO-ED2 initiatives by identifying gaps, omissions and suggesting improvements to our options.	<p><b>We held three Net Zero co-design workshops between 6 and 10 November 2020.</b></p> <p>Each of the three workshops acted as a focus group discussion on the three core areas of our facilitating net zero business plan. Namely: Electric Vehicles, Heat Decarbonisation, and Distributed Generation.</p> <p>In these focussed workshop sessions, we invited attendees to:</p> <ul style="list-style-type: none"> <li>• Discuss UK Power Networks proposed levels of ambition and associated options,</li> <li>• Validate options that align with the levels of ambition, and</li> <li>• Discuss acceptable cost ranges and services for different options.</li> </ul> <p>The outputs from the workshops fed back into the discussions of the Net Zero Council and directly influenced the actions included in our plan.</p>	<p>Across the workshops we worked with a total of 58 stakeholders:</p> <ul style="list-style-type: none"> <li>• 14 EV Stakeholders</li> <li>• 11 Heat Stakeholders</li> <li>• 14 DG Stakeholders</li> <li>• 19 Connections Stakeholders</li> </ul>

		In addition to the three co-design workshops, activities to facilitate Net Zero were also discussed at the sessions held with the Connections Panel to gather feedback from the connections stakeholder group.	
<b>Bilateral engagement</b>	To present, discuss and receive feedback from Local Authorities on our emerging options for Strategic Investment for facilitating Housing growth, Decarbonisation of transport and Resilience.	<p><b>We held three bilateral engagement sessions with local authorities on DSO between 12 and 20 November 2020.</b></p> <p>Engagements sessions were held via Teams and took the form of facilitated discussion based on a short presentation by UK Power Networks of draft options for approaches to strategic options in three areas:</p> <ul style="list-style-type: none"> <li>• Housing,</li> <li>• Decarbonisation of Transport, and</li> <li>• Resilience.</li> </ul> <p>Stakeholders were invited to discuss various options with strategic investment team. The feedback, ideas and questions raised in the sessions were captured and provided input to inform UK Power Networks' RIIO-ED2 strategy.</p> <p>Through these engagement sessions we agreed that we will maintain ongoing discussions with the stakeholders to continue to receive feedback on strategic investment topics throughout the development of our RIIO-ED2 plan and beyond.</p>	<p>Our bilateral engagement covered two of our key local authorities:</p> <ul style="list-style-type: none"> <li>• GLA (x2 sessions)</li> <li>• West Sussex County Council</li> </ul>
<b>Bilateral engagement</b>	To receive feedback and validation of UK Power Networks' Whole System Strategy, use of uncertainty mechanisms and CVPs.	<p><b>We held 4 sessions with key stakeholders between September and October 2021</b></p> <p>Sessions were held to explain our overarching RIIO-ED2 strategy and our approach and operation of the proposed Uncertainty Mechanisms. We sought feedback on our approach and why we believed this is the right strategy in the best interests of consumers.</p> <p>Additionally, we explained our approach to CVPs, the areas they covered and how they deliver customer benefit</p>	<p>Our bilateral engagement covered a number of key stakeholders across 4 sessions:</p> <ul style="list-style-type: none"> <li>• Citizens Advice (x2 sessions)</li> <li>• Energy Systems Catapult</li> <li>• BEIS</li> </ul>
<b>Focus Group</b>	To gain stakeholder feedback and support for our off-gas grid CVP.	<p><b>We held six session with Gas Distribution Network stakeholders in October 2021</b></p> <p>Workshops were held to agree with the key stakeholders the overall approach, the assumptions and the input requirements on the Off-Gas Grid CBA. The outputs included:</p> <ul style="list-style-type: none"> <li>• Target customers/communities/regions</li> <li>• Intervention options to be tested</li> <li>• Scenario(s) against which to do the analysis</li> <li>• Input data required in order to be able to carry out the analysis</li> </ul>	<p>Across the 6 focus groups we worked with 2 stakeholders:</p> <ul style="list-style-type: none"> <li>• Cadent</li> <li>• SGN</li> </ul>
			<b>105</b>

Table 17: Vulnerability

Engagement Type	Purpose	Method	Coverage Size
Expert Panel	To receive overall steer, feedback and validation of UK Power Networks' RIIO-ED2 Vulnerability Strategy.	<p><b>Our Vulnerability Council met three times between October and December 2020 and once more in September 2021</b></p> <p>Through the first three series of meetings with our Vulnerability Council we:</p> <ul style="list-style-type: none"> <li>• Introduced our customer engagement to date and discussed customer priorities,</li> <li>• Debated our forward-looking engagement approach and our provisional RIIO-ED2 strategy and options,</li> <li>• Reviewed and discussed feedback from Stakeholder Engagement, and</li> <li>• Debated, re-shaped and validated options.</li> </ul> <p>Sessions with the council were structured around materials prepared and presented by UK Power Networks based on the outcomes of the co-design workshops with stakeholders.</p> <p>The final session we presented our overall Vulnerability Strategy to gain feedback on the scope and ambition of the proposals and commitments within.</p>	<p>Our Vulnerability Council consisted of 8 members representing:</p> <ul style="list-style-type: none"> <li>• Citizens Advice</li> <li>• National Energy Action</li> <li>• Sustainability First</li> <li>• UK100</li> <li>• Centre for Sustainable energy</li> <li>• Groundwork</li> <li>• UCL Institute for Sustainable Resources</li> <li>• Energy System Catapult</li> </ul> <p>8 x 3 Council sessions 7 x 1 Council sessions</p>
Stakeholder Workshop	To co-create UK Power Networks strategic approach and specific initiatives and engagement activities to be prioritised and included in UK Power Networks' RIIO-ED2 Vulnerability Strategy.	<p><b>We held six in-depth sessions with stakeholders between 6 November and 7 December 2020.</b></p> <p>We held two types of workshop with our stakeholders:</p> <p><b>3 x strategic sessions on our Strategic Role</b> These sessions focussed on enriching our understanding of the challenges experienced by the customers represented and served by our stakeholders. Through these sessions we formed views with our stakeholders on our overall strategy for vulnerable customers and identifying the right levels of ambition for our plan.</p> <p><b>3 x delivery sessions on Options Development</b> These sessions focused on collecting our stakeholders' views on identified options and initiatives, refining the overarching outcomes we want to achieve for our customers, and on the enablers required to achieve these customer outcomes.</p> <p>The outputs from the workshops fed back into the discussions of the Vulnerability Council and directly influenced the actions included in our plan.</p>	<p>Across the workshops we worked with a total of 30 stakeholders representing:</p> <ul style="list-style-type: none"> <li>• Consumer advocates</li> <li>• Local authorities</li> <li>• Health services</li> <li>• Fuel poverty charities</li> <li>• Disability advocacy groups</li> <li>• Other utilities</li> </ul> <p>The majority of these stakeholders attended both a strategy workshop and an options development workshop.</p>

<b>Bilateral Engagement</b>	To build support for the delivery of new products/services	<p><b>We held 2 sessions with Gas Distribution Networks in October 2021</b></p> <p>Sessions were held with the object of pushing forward collaboration with GDNs to achieve fuel poverty targets and objectives</p>	<p>We held 2 sessions with the GDNs that operate within our licence areas:</p> <ul style="list-style-type: none"> <li>• Cadent</li> <li>• SGN</li> </ul>
<b>Focus Group</b>	To build support for the delivery of new products/services	<p><b>We held one session with eight water companies in October 2021</b></p> <p>Working with water companies on data sharing to secure PSR reach</p>	<p>Across the focus group we worked with a total of 8 stakeholders from water companies</p>
			<b>71</b>

Table 18: Connections

Engagement Title	Purpose	Method	Coverage Size
Expert Panel	To co-create initiatives and engagement activity to be prioritised and included in UK Power Networks' RIIO-ED2 Connections Strategy.	<p><b>Our Connections Panel met twice, on 3 November and 11 November 2020.</b></p> <p>Through the two sessions we explored stakeholder expectations of what the connections landscape should be by 2028, and the level of ambition and/or relative importance of themes of the strategy to stakeholders.</p> <p>Through the discussions, the panel provided views, ideas and feedback which directly shaped the initiatives and activities included in our Connections Strategy. In particular, the Panel sessions addressed stakeholder views on:</p> <ul style="list-style-type: none"> <li>• The Connections Strategy Principles set out in Ofgem's Sector Specific Methodology Consultation (SSMC),</li> <li>• How UK Power Networks could be measured / incentivised on major connections, and</li> <li>• What strategic initiatives and RIIO-ED2 engagement activity should be prioritised.</li> </ul> <p>Sessions were held virtually via MS Teams and utilised digital tools for polling attendees' views and priorities.</p>	<p>Our Connections Panel consisted of 15 organisations representing:</p> <ul style="list-style-type: none"> <li>• Independent Connection Providers (ICPs)</li> <li>• Independent DNOs (IDNO)</li> <li>• Generators</li> <li>• Connections consultants</li> <li>• Project developers</li> <li>• Construction contractors</li> </ul> <p>The sessions were also attended by a member of our CEG.</p> <p>15 x 2 sessions</p>
			<b>30</b>

Table 19: Innovation

Engagement Title	Purpose	Method	Coverage Size
<b>Expert Panel</b>	To receive overall steer, feedback and validation of UK Power Networks' plans and approach to Innovation in RIIO-ED2.	<p><b>Our Innovation Council met three times between 20 October and 16 December 2020 and once more in September 2021</b></p> <p>Over the course of the four sessions the Council provided qualitative feedback that supported the development of our Innovation plans, in particular the council:</p> <ul style="list-style-type: none"> <li>Discussed stakeholder engagement approach and questions to be posed in bi-lateral sessions,</li> <li>Reviewed feedback from bi-lateral stakeholder sessions and</li> <li>Reviewed and validated decisions on what we should / should not take forward in our plan.</li> <li>Provided feedback on our scope and ambition along with ratifying our Innovation strategy</li> </ul>	<p>Our Innovation Council consisted of 7 members representing:</p> <ul style="list-style-type: none"> <li>Energy Systems Catapult</li> <li>Innovate UK</li> <li>Nortech</li> <li>Energy Innovation Centre</li> <li>Octopus Energy</li> <li>Newcastle University / Turing Institute</li> <li>EATL</li> </ul> <p>The council met four times</p>
<b>Stakeholder Survey</b>	To secure the insights of third parties innovating across the energy sector and beyond. The aim is to use these insights to inform the development of DNO business plans for RIIO-ED2.	<p><b>Jointly commissioned research report by EIC conducted between 23 October and 27 November 2020.</b></p> <p>On behalf of the participating network companies, EIC gathered a combination of quantitative and qualitative evidence from stakeholders.</p> <p>The survey gathered stakeholder views on: existing innovation activities and frameworks; priorities for change and improvement; scope and topics to be addressed through innovation; relative ambition for RIIO-ED2. The results of this survey have been used to inform our ambitions, approach and parties for RIIO-ED2.</p>	<p>The EIC survey received 2,872 quantitative and 463 qualitative responses from 164 stakeholders, including:</p> <ul style="list-style-type: none"> <li>SMEs</li> <li>Larger innovators</li> <li>Academia</li> <li>Private Test facilities</li> <li>Industry organisations</li> <li>Funding Organisations</li> </ul>
<b>Focus groups and bilaterals</b>	To present, discuss and receive feedback from individual stakeholders on our emerging options for innovation in RIIO-ED2.	<p><b>We held 9 Focus Group sessions between November and December 2021.</b></p> <p>We engaged stakeholders across 9 focus group sessions - jointly with other topics such as Connections, DSO, and achieving net zero - to test and refine our key innovation topics and proportionate Innovation spend for each theme. Stakeholders were invited to discuss various options with our innovation team. The feedback, ideas and questions raised in the sessions were captured and provided input to inform UK Power Networks' RIIO-ED2 strategy, as well as considered by the Innovation Council. We also held 3 bi-laterals with the ESO and the two regional gas networks to discuss strategic areas for collaboration in RIIO-ED2.</p>	<p>In total, we engaged more than 60 organisations, including:</p> <ul style="list-style-type: none"> <li>NG ESO</li> <li>Gas networks</li> <li>Connections stakeholders</li> <li>Flexibility providers</li> <li>Local authorities</li> <li>UK Power Networks suppliers / supply chain</li> </ul>
<b>Co-creation workshop</b>	To gather stakeholder and expert input into the development and design of our options considered for inclusion in our RIIO-ED2 Innovation plan.	<p><b>We held a co-creation webinar on 4 December 2020.</b></p> <p>At the event we discussed with stakeholders our RIIO-ED2 innovation themes, funding allocation and the Innovation process. We used an interactive "mural" to structure the discussion and feedback – this was very well received as stakeholders were encouraged to actively participate and provide honest feedback. We collated 149 comments and suggestions from the session which we took into account in our planning and option development and discussed with the Innovation Council.</p>	<p>There were 28 attendees at the event, representing:</p> <ul style="list-style-type: none"> <li>Smart grid technology providers</li> <li>Academia</li> <li>Equipment manufacturers</li> <li>Other DNOs</li> <li>Consultants</li> <li>Connections providers</li> </ul>
			<b>280</b>

Table 20: Distribution Future Energy Scenarios

Engagement Title	Purpose	Method	Coverage Size
Webinar Forums	To better understand regional ambitions and gather feedback on expected LCT in areas that will impact our networks the most.	<p><b>We held 14 regional engagement sessions between September and October 2020.</b></p> <p>Sessions we held as webinars and attendees comprised local authorities from across our network with each session geographically focussed broadly based on County Council boundaries.</p> <p>A key focus of the sessions was to discuss the ambition of each region, plans for achieving those ambitions and whether the authorities considered that had all the levers to deliver their plans.</p> <p>From these sessions we gathered qualitative feedback on our planning scenarios and associated assumptions, as well as initial identification of regionally focussed net zero strategic investments.</p> <p>Note: We serve only a tiny proportion of Oxfordshire, we collected input from this local authority via survey rather than a regional engagement session.</p>	<p>We engaged with a total of 115 organisations, comprising:</p> <ul style="list-style-type: none"> <li>• 97 Local authorities</li> <li>• 12 Councils</li> <li>• 6 Local Enterprise Partnerships/community organisations</li> </ul>
Workshop	To test our evidence framework to help unlock investment within LA regions to facilitate the uptake of LCTs.	<p><b>We held four regional engagement sessions, one in each of our regions and then a combined session. These sessions took place between the 25th February and the 19th March 2021.</b></p> <p>At each initial regional workshop we presented:</p> <ul style="list-style-type: none"> <li>• Our understanding of the issues that regional planning authorities face in developing their climate plans;</li> <li>• Our review of the publicly available frameworks that could be used to understand the maturity of each regional authorities climate plan; and</li> <li>• Our proposal for regional authority climate plan assessment framework</li> </ul> <p>Based on the feedback we received we revised our approach and presented the proposed climate plan assessment framework at a combined workshop covering our three regions.</p>	<p>We engaged with a total of 13 organisations, comprising:</p> <ul style="list-style-type: none"> <li>• Suffolk County Council</li> <li>• East Sussex County Council</li> <li>• Essex County Council</li> <li>• Surrey County Council</li> <li>• London Councils</li> <li>• Greater London Authority</li> <li>• London Borough of Hounslow</li> <li>• Brighton Unitary Authority</li> <li>• Southend Unitary Authority</li> <li>• Mid Suffolk Local Authority</li> <li>• Greater Southeast Energy Hub</li> </ul>
Workshops /Bilateral Engagement	Detailed sessions on our scenarios framework, regional investment plans and CVPs.	<p><b>We held 14 regional engagement sessions in September and October 2021.</b></p> <p>Sessions well held across the following areas: Surrey, Buckinghamshire, London, Kent, Cambridgeshire and Peterborough, Brighton, Norfolk, Hertfordshire, SEMLEP, Suffolk, East Sussex, Essex and West Sussex with the purpose of:</p> <ul style="list-style-type: none"> <li>• Give an overview of the key messages from our initial business plan and the overall costs we included;</li> <li>• Share our forecasts of the take up of low carbon technologies in their area;</li> </ul>	<p>We engaged with a total of 60 organisations, comprising:</p> <ul style="list-style-type: none"> <li>• 42 Local authorities</li> <li>• 10 Councils</li> <li>• 8 Local Enterprise Partnerships / community organisations</li> </ul>

		<ul style="list-style-type: none"> <li>• Highlight our investment approach and the areas where we expect to invest to increase network capacity</li> <li>• Present our understanding of their net zero ambition and introduce our proposed climate action plan assessment framework to support the delivery of it</li> <li>• Present key strategic net zero and vulnerable customer investments that we have included in the plan</li> </ul>	
<b>Webinars Forums</b>	Detailed sessions on our scenarios framework, regional investment plans and CVPs.	<p><b>We held three regional engagement sessions, one in each of our regions. These sessions took place in September 2021.</b></p> <p>The purpose of these sessions was similar to the workshops/bilateral engagement documented above, however was used to facilitate the attendance of stakeholders not able to attend the above.</p>	The three webinars had 84 attendees from Local Authorities, Councils and Local Energy Partnerships/community organisations, with the following breakdown across the regions: London – 17 EPN – 34 SPN – 33
			<b>272</b>

Table 21: Workforce Resilience

Engagement Title	Purpose	Method	Coverage Size
Stakeholder Forums	To present and receive stakeholder inputs and feedback on our proposed workforce resilience initiatives for RIIO-ED2.	<p><b>We held six engagement sessions with different stakeholder forums between 12 November and 10 December 2020.</b></p> <p>Dedicated virtual sessions with representatives invited from relevant internal and external forums and groups. Discussions based on presentation of emerging options, targets and measures prepared by UK Power Networks.</p> <p>Through these sessions we gathered expert views on the extent to which our proposals aligned with their expectations and with UK Power Networks' objective to be a "Respected and Trusted Corporate Citizen".</p> <p>Stakeholders were invited to comment on potential improvements to proposals as well as suggest any additional initiatives we should consider to create a skilled and effective workforce. We consulted the following groups:</p> <ul style="list-style-type: none"> <li>• EPower Community – internal, employee-led group</li> <li>• Everyone Matters Taskforce – internal UK Power Networks group</li> <li>• Investors in People</li> <li>• National Equality Standard</li> <li>• Chartered Management Institute</li> <li>• Chartered Institute for Personnel and Development (CIPD)</li> </ul>	<p>Across the six sessions we worked with a total of 21 stakeholders representing:</p> <ul style="list-style-type: none"> <li>• Professional and Managerial Staff negotiating Forum</li> <li>• Trade Union Full Time Officers</li> <li>• Empowering Community</li> <li>• Everybody Matters Taskforce</li> <li>• Women's Utilities Network</li> <li>• Personal Contract Holders Forum</li> </ul> <p>The Trade Unions engaged represented 90% of our workforce.</p>
			21

Table 22: Safety

Engagement Title	Purpose	Method	Coverage Size
Online workshop	To gain feedback on our approach to Safety in RIIO-ED2, and inform our consideration of options.	<p><b>We held two Online Workshops on 17 and 24 November 2020.</b></p> <p>Dedicated virtual sessions with representatives invited from relevant forums and groups. Discussions based on presentation of emerging options, targets and measures prepared by UK Power Networks.</p> <p>Stakeholders were invited to comment on potential improvements to proposals as well as suggest any additional initiatives we should consider for our RIIO-ED2 Safety plan. The sessions addressed:</p> <ul style="list-style-type: none"> <li>• Quality and Style of safety materials/content</li> <li>• Channels/routes for safety campaigns</li> <li>• What could we do differently/ improve on?</li> <li>• Any key areas we should concentrate on?</li> <li>• What do your stakeholders tell you about electricity safety and awareness?</li> <li>• What do other network operators do to inform you of their approach?</li> </ul>	<p>Across the two workshops we worked with a total of 14 stakeholders representing:</p> <ul style="list-style-type: none"> <li>• Unions and workforce representatives</li> <li>• Construction contractors</li> <li>• Industry safety bodies</li> <li>• Farmers</li> <li>• Scouts</li> <li>• Transport bodies</li> </ul>
			14

Table 23: Supply Chain and Native Competition

Engagement Type	Purpose	Method	Coverage Size
<b>Supplier Workshops</b>	To gather views from our supply chain and seek alignment on objectives and deliverability of potential options.	<p><b>We held 3 supplier workshops between October and December 2020.</b></p> <p>These workshops were held bilaterally with representatives from key contractors in our supply chain. These sessions were held virtually via MS Teams. They were unstructured discussions through which we sought to understand and explore suppliers' views on:</p> <ul style="list-style-type: none"> <li>• Environmental plans,</li> <li>• Health and safety,</li> <li>• Innovation, and</li> <li>• Future deliverables.</li> </ul> <p>The views and ideas provided by our suppliers in these sessions directly informed the options considered and initiatives included in our plan as well as the elements of our Supplier Code of Conduct.</p>	<p>Across the workshops we worked with a total of 12 members of our supply chain, covering:</p> <ul style="list-style-type: none"> <li>• Construction</li> <li>• Manufacturing</li> <li>• Professional services</li> </ul>
<b>Expert Panel</b>	To receive subject matter experts' views and overall steer, feedback and validation of UK Power Networks' RIIO-ED2 Supplier Code of Conduct and supply chain plans.	<p><b>Our Critical Friends Panel Kick off Meetings – two panels on the 3rd November 2020 each lasting two hours.</b></p> <p>The sessions were held alongside discussions on our overall Environmental Action Plan and focussed in on supply chain related elements of the EAP.</p> <p>We presented and received feedback on the options we had outlined in our draft plan and key targets as well as seeking opinion on best practice both within and outside our sector.</p>	<p>Our Critical Friends Panel consisted of 14 organisations representing a range of stakeholder groups, including:</p> <ul style="list-style-type: none"> <li>• Sustainability experts</li> <li>• Construction experts</li> <li>• Fleet experts</li> <li>• Energy Auditors</li> <li>• managers</li> <li>• Carbon management experts</li> <li>• Supply chain/suppliers</li> </ul> <p>14 x 2 panel sessions.</p>
<b>Other bilateral engagement</b>	To receive subject matter experts' views and overall steer, feedback and validation of UK Power Networks' RIIO-ED2 Supplier Code of Conduct and supply chain plans.	<p><b>We held 4 bilateral stakeholder sessions between October and December 2020.</b></p> <p>One-to-one sessions with informed stakeholders and relevant experts. Sessions comprised unstructured discussion of expert and stakeholders' views on UK Power Networks' current and planned supply chain initiatives, as well as discussion of how feedback should be incorporated into our plan.</p>	<p>Our bilateral engagement captured views from organisations including:</p> <ul style="list-style-type: none"> <li>• University of Cambridge</li> <li>• National Grid</li> <li>• Social Value Portal</li> <li>• Supply Chain Sustainability School</li> </ul>
<b>Virtual Supply Chain eBook</b>	To promote and obtain stakeholder feedback and buy-in to our RIIO-ED2 native competition initiatives and supplier Code of Conduct.	<p><b>We published our Virtual Supply Chain eBook in September 2021 inviting suppliers and stakeholder to engage with us on our plans for RIIO-ED2.</b></p> <p>The Virtual Supply Chain Book sets out for our suppliers details of our supply chain proposals for RIIO-ED2, including:</p>	<p>Between 1st September and 1st October 2021, the eBook had a total of 1007 views visited by 749 individuals with over 200 individuals responding to the questions within the e-book.</p>

		<ul style="list-style-type: none"> <li>• Our Supplier Code of Conduct</li> <li>• Environmental</li> <li>• Key Outputs for RIIO-ED2</li> <li>• Innovation Supply Chain hub</li> <li>• Social objectives</li> <li>• Carbon Tool</li> </ul> <p>The Supply Chain Book was published on our website, shared with key contractors, and shared with all potential tender responders. Feedback was provided digitally, providing UK Power Networks with analytics outputs which show the level of endorsement for each area of the supply chain plan.</p>	
<p><b>Supplier Workshops</b></p>	<p>To obtain feedback and buy-in to our RIIO-ED2 strategy.</p>	<p><b>29 Sessions were held with all alliance partners, key works and material suppliers between August and October 2021.</b></p> <p>Sessions were held to provide an overview of our RIIO-ED2 strategy and the implications on the supply chain as a result of the uncertainty of the speed in which the UK transitions to a Net Zero future and the resulting impact on LCT connecting volumes to our networks.</p> <p>Questions were asked about their ability to manage different upticks in volumes of work and the notice period they require to deliver increased work.</p> <p>The session was also used to gain support for our environmental supplier Code of Conduct.</p>	<p>Our bilateral engagement captured views from 29 organisations across:</p> <ul style="list-style-type: none"> <li>• our Alliance partners</li> <li>• Works providers</li> <li>• Materials providers</li> </ul>
			<p><b>822</b></p>

Table 24: Digitalisation

Engagement Type	Purpose	Method	Coverage Size
<b>Focus Groups</b>	To discuss stakeholder views data and digitalisation to support development of initiative and options for the RIIO-ED2 plan.	<p><b>We attended three focus group sessions between 28 October and 12 November 2020.</b></p> <p>We held joint stakeholder focus groups with our Innovation programme, DSO, and Connections to gather feedback from stakeholders on how data and digitalisation initiatives can support their needs and expectations in those three areas. These discussions provided qualitative input into the development and consideration of options for our RIIO-ED2 plan. Key topics debated included, open data from related industries to energy data and combining with Electricity open data, data persona and data type testing.</p>	<p>Across the three focus groups we worked with over 50 stakeholders representing:</p> <ul style="list-style-type: none"> <li>• Connections stakeholders</li> <li>• Flexibility providers</li> <li>• Local authorities</li> <li>• NG ESO</li> <li>• Gas networks</li> <li>• UK Power Networks suppliers / supply chain</li> </ul> <p>Total stakeholder coverage counted in Innovation (Table 19), DSO (Table 14), and Connections (Table 18).</p>
<b>LinkedIn campaign</b>	To gather views from data and digitalisation experts outside of utilities sector on how our proposals align with wider best practice.	<p><b>Paid for digital campaign targeted to engage experts in specific technology fields.</b></p> <p>The 8 posts cover the core technology options planned to be implemented over RIIO-ED2. Posts set out the challenges faced by UK Power Networks and our emerging views on initiatives to address the challenges and invited technologies experts to comment on the options considered.</p> <p>Gathered feedback used to inform design and consideration of options for RIIO-ED2 digitalisation plan.</p>	<p>The posts targeted experts in the following sectors:</p> <ul style="list-style-type: none"> <li>• Finance,</li> <li>• healthcare,</li> <li>• Local Authorities and</li> <li>• Other utility sectors</li> </ul> <p>We reached 45,307 LinkedIn feeds from our target audience, generating 668 clicks.</p>
<b>Forums</b>	To share our emerging digitalisation plans and approach with experts and informed stakeholders and receive feedback.	<p><b>We attended 2 external stakeholder forums to present and discuss our RIIO-ED2 digitalisation plans.</b></p> <p>Through the sessions with these forums we gathered expert views on the extent to which our proposals plan aligned with their expectations, with customers' needs and wider industry and business best practice. Qualitative views and feedback received through these sessions was captured and used to inform development of RIIO-ED2 plan options and initiatives.</p>	<p>Through the forums we attended we have engaged a total of 20 organisations, including:</p> <ul style="list-style-type: none"> <li>• Electralink</li> <li>• BEIS</li> <li>• GLA</li> <li>• Icebreaker One</li> <li>• London Data Commission</li> <li>• Geospatial Commission</li> </ul>

<b>Webinar Forums</b>	Engagement with key stakeholders via various direct and indirect methods on open data	<p><b>Working with Regen, we held two sessions to launch our Open Data journey and focus on the launch of our Open Data Portal</b></p> <p>The first session was informed by a comprehensive literature review of the various energy data projects to date, which looked at best practice from other sectors, use cases and user mapping.</p> <p>The first session specifically looked to cover testing and validating specific data services and products underpinning our Business Plan commitments:</p> <ul style="list-style-type: none"> <li>• Data triage process</li> <li>• Testing Open Data portal (scale, scope and usefulness)</li> <li>• Data licencing</li> <li>• Prioritisation of data publishing</li> <li>• Data visualisation</li> </ul> <p>This culminated in the publication of a findings report based on polls and surveys during the event, revealing top use cases for data, preferences for communications and engagement, and the stakeholders interested.</p> <p>The second session was the launch of our Open Data Portal which included a demonstration of our Portal, including a live questions and answers sessions on the more technical aspects of our data and the Portal. The Portal will be continually developed in response to stakeholder feedback.</p>	Over the sessions we had 412 attendees covering the following organisations: <ul style="list-style-type: none"> <li>• IDNOS</li> <li>• ICPs</li> <li>• Other Network Operators</li> <li>• DER Operators / Developers</li> <li>• Flexibility Service Providers</li> <li>• Non-Energy Utilities</li> <li>• Transport</li> <li>• Government Organisations</li> <li>• Regulators</li> <li>• Researchers &amp; Innovators</li> <li>• Community Groups</li> <li>• Housing Sector</li> </ul>
			<b>1150</b>

Table 25: Cyber

Engagement Type	Purpose	Method	Coverage Size
Expert Panel	To obtain expert input on our cyber resilience options and plan, including providing insight on best practice outside of the utilities sector.	<p><b>Our Cyber Expert Panel met four times from the end of 2020 onwards.</b></p> <p>Following a kick-off meeting at the end of 2020, the panel met regularly (every quarter) and has provided us with their consolidated feedback, which we assessed on its merits and practicality for our operations and circumstances.</p> <p>The Panel reviewed and challenged our cyber resilience plan with their external vision. This panel provided feedback through meetings and through written comments on our draft business plan, providing independent technical advice on:</p> <ul style="list-style-type: none"> <li>• Alignment of our cyber resilience plan with the RIIO-ED2 requirements and the wider UK cyber security strategy,</li> <li>• Consideration of the global cyber security landscape in our cyber resilience plan,</li> <li>• Actions we are proposing to commit to,</li> <li>• Level of ambition in our RIIO-ED2 plan and proportionality to business and regulatory outcomes, and</li> <li>• Value for money in terms of impact on customers where applicable.</li> </ul>	<p>Our Cyber Expert Panel consisted of 5 members representing the following types of organisation and expertise:</p> <ul style="list-style-type: none"> <li>• Independent consultant in cyber security with experience of the energy sector;</li> <li>• Academic representative with a focus on cyber security (including awareness);</li> <li>• Regulated sector outside the NIS Regulations 2018 (e.g. insurance, bank, telecom);</li> <li>• Significant global company with a highly digital ecosystem;</li> <li>• Cyber security consultancy working with operators of essential services and other sectors.</li> </ul>
			5 x 4 Panel meetings 20

## 7 Bespoke Research and Data Analytics: Overview

*Our relationship with our customers and stakeholders is not something new for RIIO-ED2 and has grown ever since the formation of UK Power Networks in 2010. Our track record for stakeholder engagement is good – as confirmed by the independent scrutiny of the RIIO-ED1 Stakeholder Engagement CV Panel, which has ranked us 1st in the energy sector for the last two years. We employ a wide range of mechanisms for this engagement so that we can gather rich, actionable insights.*

Table 31 provides an overview of these mechanisms.

This foundation of knowledge provided useful context that has helped shape our thinking in the development of our RIIO-ED2 business plan. Specifically, our innovation projects are useful, detailed pieces of research that helped frame our RIIO-ED2 strategy. Additionally, our daily interactions with our customers provide live, up to date feedback points on our service offerings that we can use to build upon. These insights, alongside those gained from the core customer insight and deep stakeholder conversation elements of our research programme provided wide range coverage of themes and audiences to help inform our plan. That being said, we always knew the programme of research had to be agile, that's why we built in the flexibility to commission additional pieces of research and engagement where required such that we could ensure we had complete and robust evidence to draw upon.

Across the following pages and tables, we draw out some of the key points of reference:

- Bespoke RIIO-ED2 Research and Engagement – pages 43-47 (Tables 27 to 30)
- Existing RIIO-ED1 Research and Engagement – pages 48-49 (Tables 31 and 32)
- Existing RIIO-ED1 Data and Customer Touch Points – page 49 (Table 33)

## 8 Bespoke Research and Data Analytics: Detailed Engagement Tables

In this section, Tables 27 to 31 provide an overview of the purpose, method and coverage size of the bespoke RIIO-ED2 customer research carried out alongside the Core Customer Insight Programme and Deep Stakeholder Conversations to help us understand customers' views on specific questions. The insights we already had and that we gained from analysing our existing data helped define areas of additional bespoke research we needed to undertake to compliment the other two strands of the engagement programme.

Table 26: Social Contract

Engagement Title	Purpose	Method	Coverage Size
<b>Customer Survey</b>	To consult customers to understand their views on the concept of a social contract and UK Power Networks' proposed principles.	<p><b>We conducted an online quantitative survey and held 3 Focus Groups.</b></p> <p>Through these activities we gathered quantitative and qualitative feedback on customers' views on:</p> <ul style="list-style-type: none"> <li>The idea of a social contract,</li> <li>What leads a customer to trust a company or organisation,</li> <li>Feedback on UK Power Networks suggested principles, and</li> <li>How performance against these principles should be measured and communicated.</li> </ul> <p><b>Online Survey</b> Through the online survey, we gathered quantitative data on customers views. To ensure that the sample was representative of the demographic make-up of UK Power Networks area of operation, quotas were set on the demographic characteristics of respondents.</p> <p><b>Focus Groups</b> Three online focus groups were conducted, one in each license area. Through the focus groups we gathered qualitative feedback from customers.</p>	<p>Across the quantitative and qualitative elements we gathered views from 770 customers, comprising:</p> <p><b>Online Survey</b> 752 x Quantitative: EPN – 249 LPN – 251 SPN – 252</p> <p><b>Focus Groups</b> 18 x attendees: EPN – 6 LPN – 6 SPN – 6</p>
			<b>770</b>

Table 27: Customer Services

Engagement Type	Purpose	Method	Coverage Size
<b>Qualitative research</b>	To gather qualitative insight into the experiences of existing customers when accessing UK Power Networks' services and identify the most important attributes of service to customers.	<p>Our qualitative customer services research comprised two elements:</p> <p><b>Focus Groups</b> Existing UK Power Networks 'customer journeys' used to set context and provide frame of reference for group discussion on customer experience and expectations.</p> <p><b>In-depth interviews</b> One-on-one interview sessions lasting 30-60mins. Detailed discussion on the customers views of the most important attributes of the services they have accessed at UK Power Networks.</p> <p>The outputs from the Qualitative research were used to define the aspects of UK Power Networks services to be further investigated through the quantitative research.</p>	<p><b>Focus Groups</b> 50 individual customers engaged through 11 Focus Groups comprising ca. 5 customers per session:</p> <ul style="list-style-type: none"> <li>• 5 x Power Cuts</li> <li>• 3 x Connections</li> <li>• 3 x General Enquiries</li> </ul> <p><b>In-depth interviews</b> In total 25 interviews with individual customers:</p> <ul style="list-style-type: none"> <li>• 14 x Commercial interruptions customers</li> <li>• 11 x Low carbon technology</li> </ul>
<b>Quantitative Research</b>	To gather quantitative insight into the priorities and preferences of different customer groups when accessing UK Power Networks' services.	<p>Quantitative surveys were conducted via a mixture of panel respondents and text surveys with customers who had previously taken part in the Broad Measure of Customer Satisfaction survey. The quantitative survey addressed three topics areas:</p> <ul style="list-style-type: none"> <li>• Power Cuts</li> <li>• Connections</li> <li>• General Enquires</li> </ul> <p>The aspects of customer service explored through the questionnaire were shaped by the theme</p>	<p>1,691 responses to the quantitative survey:</p> <ul style="list-style-type: none"> <li>• Power cuts 1,005</li> <li>• Connections 295</li> <li>• General Enquiries 391</li> </ul> <p>The sample provided coverage across all three UK Power Networks licence areas as well as breakdown by age, gender and vulnerability status.</p>
<b>Focus Group</b>	To gather insight on the scope and function of our Net Zero Advice Line	Respondents were recruited via a panel so that only those who had installed an LCT in the last three months or those who were going to install one in the next three months took part in the research.	In total, 11 in-depth interviews were conducted with UK Power Networks customers who had already installed LCTs or were considering installing LCTs.
			<b>1,777</b>

Table 28: Network Reliability

Engagement Type	Purpose	Method	Coverage Size
<b>Worst Served Customer Deep Dives</b>	To gather views from a sample of worst served customers on their experiences to inform our options for RIIO-ED2.	<p>We held 4 Focus Group sessions with worst served customers during March 2021.</p> <p>Each group consisted of six customers selected from UK Power Networks' database of worst served customers. Sessions were held online with a facilitated discussion addressing the customers' views on:</p> <ul style="list-style-type: none"> <li>• Frequency of interruptions</li> <li>• Awareness of 'worst served' classification</li> <li>• Whether UK Power Networks should act to reduce frequency of interruptions</li> <li>• What target for improvements should be (9/6/3 faults over 3 years)</li> <li>• Preference for slight improvement for many Vs dramatic improvement for few</li> <li>• Bill increases to enable improvements to be made</li> </ul>	<p>Through the focus groups we engaged with 24 customers, comprising;</p> <ul style="list-style-type: none"> <li>• 12 customers in SPN</li> <li>• 12 customers in EPN</li> </ul>
			<b>24</b>

Table 29: Connections

Engagement Type	Purpose	Method	Coverage Size
<b>In-depth Interviews</b>	To understand specific views of SME Connections Customers and their experiences of the connections process.	<p><b>We commission independent customer research which took place in March 2021.</b></p> <p>Explain conducted 12 in-depth interviews with SME customers of varying sizes:</p> <ul style="list-style-type: none"> <li>• 9 SME with &lt;50 Employees</li> <li>• 3 SME with 50 – 250 employees</li> </ul> <p>All customers were asked initial questions to understand the size of the business they represented and the sector they worked in. Customers were then taken through a chronological overview of the connections service and asked questions relating to their needs and expectations – with the discussion split into the following sections:</p> <ul style="list-style-type: none"> <li>• Application</li> <li>• Quotation</li> <li>• Connection Work</li> <li>• Service Feedback</li> </ul>	12 SME connections customers interviewed from the following sectors: <ul style="list-style-type: none"> <li>• Health &amp; Beauty</li> <li>• Construction</li> <li>• Retail</li> <li>• Education &amp; Training</li> <li>• Healthcare</li> <li>• Leisure</li> <li>• Financial Services</li> <li>• Security</li> </ul>
<b>Surveys</b>	To gather a broad range of views on our initial RIIO-ED2 connections plans as a further test on their alignment with customers' needs and expectations.	<p><b>During January 2021 we conducted two online surveys via mailshot and LinkedIn.</b></p> <p>The surveys asked questions about customers' view on whether we should be doing the actions outlined in our initial plan, how ambitious these are, and the relative priority of actions in the eyes of the respondents. We also asked customers for their views on whether there were further actions we should deliver. The customers invited to respond included:</p> <ul style="list-style-type: none"> <li>• ICPs</li> <li>• Housing Developers</li> <li>• Consultants</li> </ul>	We received a total of 42 responses to our surveys: <ul style="list-style-type: none"> <li>• 16 responses (mailshot)</li> <li>• 26 responses (LinkedIn)</li> </ul>
<b>Scrutiny Panels</b>	To gather detailed challenge and input into the development of our RIIO- RIIO-ED2 plans, specifically from the perspective of larger connections customers.	<p><b>We convened two Scrutiny Panels in August 2020 and two between August and September 2021</b></p> <p>We held one Panel with our Metered customers on 25 August 2020 and another with our DER customers on 13 August 2020. We gathered qualitative feedback from our customers based on materials presented about our developing business plan and understanding of stakeholder views and priorities. Specific topics discussed included:</p> <ul style="list-style-type: none"> <li>• COVID-19</li> <li>• Common EV Charging Scenarios</li> <li>• Digitisation of Mapbase updates</li> <li>• Roles and Responsibilities Clarity</li> <li>• Developing our Customer &amp; Stakeholder Priorities RIIO-ED2</li> </ul>	<p><b>Metered Customers</b> 13 Attendees including house builders, property developers, and consultants.</p> <p><b>DER Customers</b> 12 Attendees including DG Developers and consultants.</p>

		<p>In the second round of sessions we provided an update on our RIIO-ED2 strategy including covering specific sections on:</p> <ul style="list-style-type: none"> <li>• Digitalisation</li> <li>• Our open data portal</li> <li>• Implications of the Significant Code Review</li> </ul> <p>Our RIIO-ED2 Major Connections Strategy</p>	
Customer Forums	<p><b>Competition in Connections Customer Forum</b></p> <p>To gather views and feedback from ICPs and IDNOs with regards to our plans for delivering competition in connections in RIIO-ED2.</p>	<p><b>We held a Competition in Connections Customer Forum held on 4 March 2021 and a further session on 4<sup>th</sup> October.</b></p> <p>In the first session we presented out emerging RIIO-ED2 plans and our understanding of customer needs and priorities, gathering qualitative feedback from attendees which supported further refinement of our plans. Topic discussed included:</p> <ul style="list-style-type: none"> <li>• Update on 2020&amp;21 Service Development plan</li> <li>• prioritisation of 2021&amp;22 service development plan</li> <li>• RIIO-ED2 stakeholder Engagement strategy Review</li> <li>• Green Recovery Plan</li> <li>• Network viewer Demo</li> <li>• Operational incidents</li> <li>• Managing capacity &amp; queue milestones.</li> </ul> <p>In the second session we provided an update on our RIIO-ED2 strategy including covering specific sections on:</p> <ul style="list-style-type: none"> <li>• Digitalisation</li> <li>• Our open data portal</li> <li>• Implications of the Significant Code Review</li> </ul> <p>Our RIIO-ED2 Major Connections Strategy</p>	<p>61 customer organisations attended, representing:</p> <ul style="list-style-type: none"> <li>• Independent Connection Providers</li> <li>• Independent Distribution Network Operators</li> </ul>
	<p><b>Meter Customer Forum</b></p> <p>To gather views and feedback from metered connections customers with regards to our plans for our connections service and Connections Strategy in RIIO-ED2.</p>	<p><b>We held a Forum for with our metered customers on 2 March 2021 and a further session on 15<sup>th</sup> September</b></p> <p>In the first session we presented out emerging RIIO-ED2 plans and our understanding of customer needs and priorities, gathering qualitative feedback from attendees which supported further refinement of our plans. Topic discussed included:</p> <ul style="list-style-type: none"> <li>• SD Plan 2020/21 &amp; 21/22</li> <li>• Green Recovery Plan</li> <li>• Connections Offer &amp; Committing Capacity</li> <li>• EV Legal Licences</li> <li>• Flexibility Services</li> </ul> <p>In the second session we provided an update on our RIIO-ED2 strategy including covering specific sections on:</p> <ul style="list-style-type: none"> <li>• Digitalisation</li> <li>• Our open data portal</li> <li>• Implications of the Significant Code Review</li> </ul>	<p>72 Attendees including house builders, property developers, and consultants.</p>

		Our RIIO-ED2 Major Connections Strategy	
	<p><b>DER Customer Forum</b></p> <p>To gather views and feedback from DER connections customers with regards to our plans for our connections service and Connections Strategy in RIIO-ED2.</p>	<p><b>We held a Forum for with our DER customers on 16 March 2021 and 20<sup>th</sup> September.</b></p> <p>In the first session we presented out emerging RIIO-ED2 plans and our understanding of customer needs and priorities, gathering qualitative feedback from attendees which supported further refinement of our plans. Topic discussed included:</p> <ul style="list-style-type: none"> <li>• A review of our Service Development plan</li> <li>• Planning for RIIO-ED2</li> <li>• Latest developments – G99 &amp; South Coast</li> <li>• Flexibility and our DSO dashboard</li> <li>• Loss of Mains</li> <li>• Smart Connect</li> <li>• Active Network Management and DERMS</li> </ul> <p>In the second session we provided an update on our RIIO-ED2 strategy including covering specific sections on:</p> <ul style="list-style-type: none"> <li>• Digitalisation</li> <li>• Our open data portal</li> <li>• Implications of the Significant Code Review</li> <li>• Our RIIO-ED2 Major Connections Strategy</li> </ul>	<p>121 Attendees including DG Developers, DER Owners and Operators, Independent Connections Providers, Battery Solution providers and Aggregators and Flex providers.</p>
			<b>333</b>

Table 30: Online Business Game

Engagement Type	Purpose	Method	Coverage Size
<b>Business Game</b>	Engagement tool run on social media to deepen understanding of consumers views on relevant topics	The 'Business Game' was prepared and delivered by a company specialised in attitudinal and social media research. The game asked customers to answer a series of questions in a gamified format. Questions focussed on gathering information about customer attitudes to Net Zero, electric vehicles, heat pumps and other technologies and trends associated with decarbonisation.	204
			204

Table 31: RIIO-ED1 Business as Usual customer and stakeholder engagement channels

Mechanism	Purpose & Format	Example topics	Example stakeholders
<b>CEO Panel</b>	<ul style="list-style-type: none"> <li>To understand and respond to insights from senior stakeholders</li> <li>Presentation and roundtable discussion</li> </ul>	<ul style="list-style-type: none"> <li>Social role</li> <li>Vulnerability strategy</li> <li>Performance targets</li> <li>Future of energy</li> <li>RIIO-ED2</li> </ul>	<ul style="list-style-type: none"> <li>CEO</li> <li>Directors</li> <li>Academics</li> <li>Senior staff from key stakeholder groups e.g. charities and NGOs</li> </ul>
<b>Critical Friends Panel</b>	<ul style="list-style-type: none"> <li>To obtain feedback on our activity plans and seek endorsement for our programme outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Projects prioritisation</li> <li>Business planning</li> <li>Stakeholder engagement, vulnerability and partnership strategy</li> </ul>	<ul style="list-style-type: none"> <li>Local authority</li> <li>Not for Profit sector</li> <li>Utility companies</li> <li>Parish Council</li> <li>Community Energy</li> </ul>
<b>Forums</b>	<ul style="list-style-type: none"> <li>To co-design service/ solution on single issues</li> </ul>	<ul style="list-style-type: none"> <li>Energy efficiency advice leaflet</li> <li>Design of emergency pack</li> </ul>	<ul style="list-style-type: none"> <li>Other utilities</li> <li>Not for Profit sector</li> </ul>
<b>Focus Groups</b>	<ul style="list-style-type: none"> <li>To grow our knowledge and further our insights on specific subjects</li> </ul>	<ul style="list-style-type: none"> <li>Willingness to pay</li> <li>Social isolation</li> <li>Energy efficiency</li> <li>House buying</li> <li>Life changes</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> <li>Charities</li> <li>First Time Buyers</li> <li>Dementia patients and carers</li> </ul>
<b>Bespoke Events</b>	<ul style="list-style-type: none"> <li>To raise awareness and share information with a particular group</li> </ul>	<ul style="list-style-type: none"> <li>PSR</li> <li>Safety</li> <li>105 campaign</li> </ul>	<ul style="list-style-type: none"> <li>MPs</li> <li>Industry</li> <li>Young people/ children</li> </ul>
<b>Market research</b>	<ul style="list-style-type: none"> <li>To gain feedback on service from customers</li> </ul>	<ul style="list-style-type: none"> <li>Customer service</li> <li>Social role</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> </ul>
<b>Communications Channels</b>	<ul style="list-style-type: none"> <li>Targeted publications designed to raise awareness and inform stakeholders</li> <li>Website, Social Media, Newsletters, Online Surveys, Rant and Rave.</li> </ul>	<ul style="list-style-type: none"> <li>PSR</li> <li>105 campaign</li> <li>Storm preparedness</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders</li> <li>Customers</li> <li>Councillors</li> <li>Press</li> </ul>

During RIIO-ED1, we have also delivered a significant programme of innovation. Many of our projects have included customer trials and research. These provided invaluable insight that contributed to shaping our RIIO-ED2 plans. Where this was the case, the relevant projects are highlighted in the Engagement Summary documents for the relevant business plan topics. Some key examples are included in the table below.

Table 32: RIIO-ED1 insights – Research and Innovation Trials

Trial	Summary
Charge Collective	<ul style="list-style-type: none"> <li>EV on-street charging engagement supported by Explain. Surveyed current car owners who park on street via an online survey (503 participants) and focus groups (13 participants). February 2021.</li> </ul>
Home Response Focus Groups	<ul style="list-style-type: none"> <li>Focus groups with 9 customers in social housing and more than 30 practitioners and energy industry experts ahead of demand side response trial in social housing. June 2019.</li> </ul>
Core4Grid	<ul style="list-style-type: none"> <li>Interviews with 14 suppliers and network operators to establish the viability of Core4Grid. August 2019.</li> </ul>
Frevue	<ul style="list-style-type: none"> <li>Survey of 270 including drivers, fleet / depot managers, logistics operators, transport managers and customers (senders &amp; receivers) to gain feedback on the use of EVs for urban logistics. September 2017.</li> </ul>

We analysed the feedback provided to us every day by customers through customer satisfaction surveys and complaints data to develop a full 360 view of customer needs. For example, we analysed over 335,000 customer touchpoints, and using this rich pool of data and analytical techniques such as machine learning we could pull out actionable insights on our customers.

*Table 33: RIIO-ED1 insights – Data Analytics sources*

Engagement data	Method	Coverage
<b>Customer Satisfaction Survey</b>	<ul style="list-style-type: none"> <li>Survey results processed and reviewed quarterly throughout RIIO-ED1 period, with insights feedback to teams to inform ongoing service delivery</li> <li>Review of most recent full year's data for July 2019 to July 2020 for RIIO-ED2 planning.</li> <li>Analysis to identify most common reasons for high and low scores, in order to areas of strengths and weaknesses, and to understand trends and key drivers of overall satisfaction.</li> </ul>	8,289 responses
<b>Complaints</b>	<ul style="list-style-type: none"> <li>Review of data for January 2019 to September 2019 for RIIO-ED2 planning.</li> <li>Analysis to identify most common reasons complaints by area.</li> <li>Results analysed by Primary Reasons (unplanned interruption or customer service-related etc) and Secondary Reasons (whether the complaint was made due to voltage loss or because the issue had been ongoing for longer than 12 hours etc).</li> </ul>	16,660 complaints
<b>Rant and Rave</b>	<ul style="list-style-type: none"> <li>Keyword analysis of Rant and Rave responses by topic and by network area. Finding summarised into the 5 highest-scoring, 5 lowest-scoring and 5 most-frequently-mentioned themes.</li> </ul>	310,483 responses
<b>Trustpilot</b>	<ul style="list-style-type: none"> <li>Review of data for July 2019 to June 2020 for RIIO-ED2 planning.</li> <li>Key word analysis of Trustpilot responses to identify most common reasons for high and low scores.</li> </ul>	615 survey responses
		<b>336,047</b>