

# Citizens Advice: The journey of Stakeholder engagement

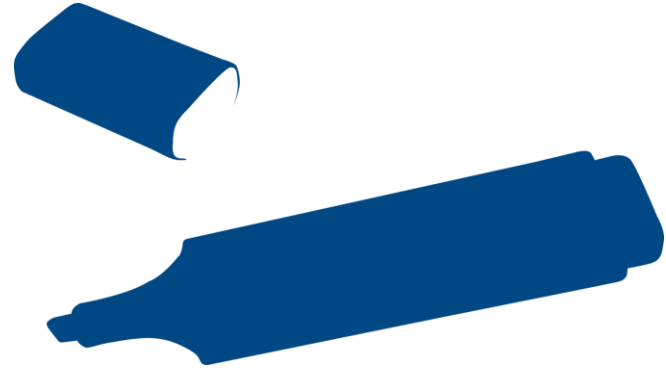
**citizens  
advice**

Victoria Pelka

# What worked well in RII01

## Highlights

- Clearly defined outputs
- Innovation and sharing learning
- Lower distribution costs - could have been even lower
- More support for customers in vulnerable situations
- Step change in stakeholder engagement

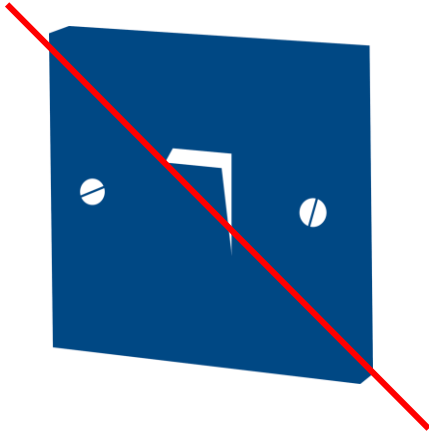


# What worked well in RII01: stakeholder engagement

- Flexibility in “how” stakeholder engagement is done
  - Range of engagement methods
  - Range of stakeholders involved
- Networks are becoming more responsive
- Partnerships, Referral systems
- Advice provision
- Outreach activities



# Stakeholder engagement is important because....



# How can stakeholder engagement be improved?

	The ladder
<b>Degrees of Citizens power</b>  (i.e. more engagement, more formal rights)	Citizen control
	Delegated power
	Partnership
<b>Degrees of Tokenism</b>  (i.e. low engagement, little rights)	Placation/Concessions
	Consultation
	Informing
<b>Non-participation</b>	Therapy
	Manipulation/ Influencing

**“Ladder of participation”**

Arnstein, 1969

# How can stakeholder engagement be improved?

	The ladder	Forms of participation/engagement
<b>Degrees of citizens power</b>  <b>(i.e. more engagement, more formal rights)</b>	Citizen control	
	Delegated power	Binding referendum
	Partnership	Scottish Water Customer Forum
<b>Degrees of Tokenism</b>  <b>(i.e. low engagement, little rights)</b>	Placation/Concessions	
	Consultation	<ul style="list-style-type: none"> <li>• Network stakeholder panels</li> <li>• Ofwat Consumer Challenge Group</li> <li>• Public consultations</li> </ul>
	Informing	<ul style="list-style-type: none"> <li>• Annual reports</li> </ul>
<b>Non-participation</b>	Therapy	
	Manipulation/ Influencing	Energy saving campaigns

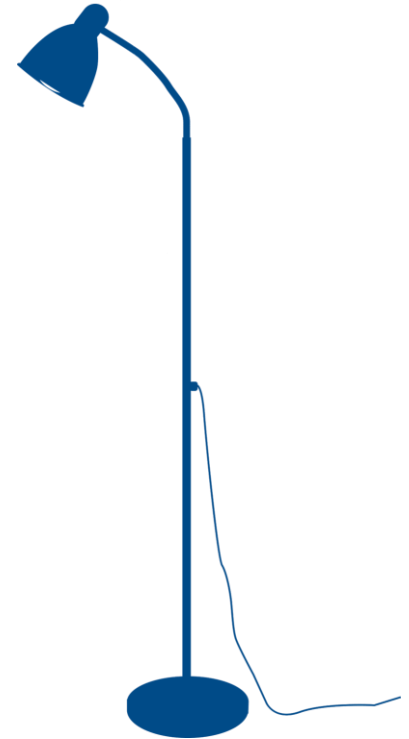
# How can RII02 be improved: Design

- Stakeholder vs. consumer engagement
  - WTP research is one piece of the puzzle
- Engagement during price control AND business planning process
  - Incentivise to respond to changing customer needs
  - Explore Scottish Water model for engagement in business planning



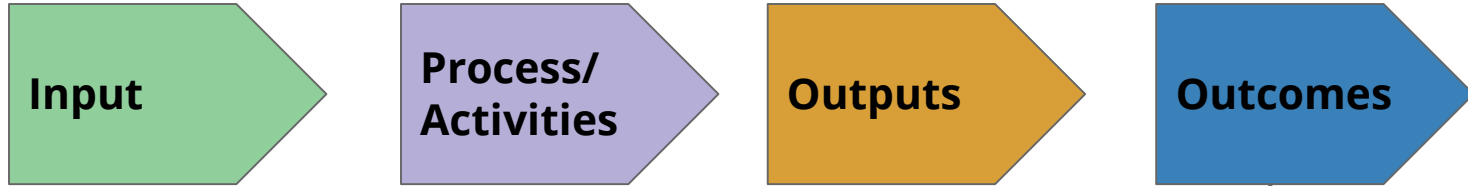
# How can RII02 be improved: Network activities

- Clearer rationale - why, who, how?
- Assess feasibility of collaboration
- Spread stakeholder engagement through the whole company
- Improve how outcomes and success are measured





# How do we know it's working?



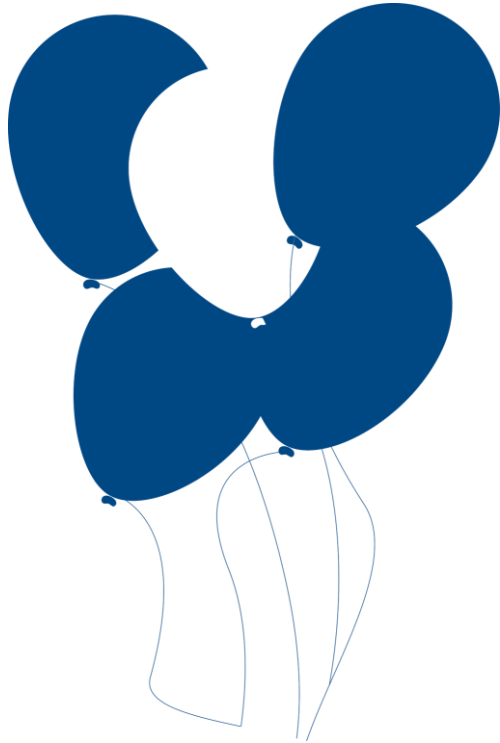
Define what "good" looks like at each stage

↓  
Won't know fully until  
mid/ end of RIIO2

## RIIO2: what are the different challenges?

- New things take time
- Capacity within companies
- Capacity within Ofgem to support
- Stakeholders' capacity to engage /  
to meet demands on their time

# There is cause for optimism....



“Publics are willing and **fully capable of engaging critically** with energy system transformation.

Despite the complexity of the research topic, publics gave considered responses and as a result **offered important insights** into their values, attitudes and acceptability.”

[UK Energy Research Centre](#), Public Values, Attitudes and Acceptance research, 2013



Presented by: **Victoria Pelka**  
**[victoria.pelka@citizensadvice.org.uk](mailto:victoria.pelka@citizensadvice.org.uk)**  
Date: **18th October 2017**