

Thank you for sharing HAL's Consumer Research and Engagement Strategy document, and for inviting our review.

In summary, the draft document:

- Is welcomed as a significant step forward in the development of an on-going Consumer Research and Engagement Strategy
- Is the first draft of what will be a 'living document', subject to further development and enhancement
- Does not yet fully demonstrate a complete appreciation or understanding of the multi-faceted nature and principles of Consumer Engagement
- Does not yet demonstrate the wholesale incorporation of consumer engagement and priorities into the HAL's business planning. The CCB would expect to see a much stronger link and clear visibility of consumer engagement and outcomes between this work, the business plan and HAL's everyday operations
- Includes other stakeholders (other than consumers) as information resources and subjects of research, thus running the risk of undermining what is a Consumer engagement strategy. This could lead to the dilution of what should be the unequivocal primacy of the needs of the paying consumer
- Is, in parts, not sufficiently ambitious in its choice of research scope or methodology. In particular the CCB has concerns regarding the capture of the priorities of consumers of particular interest e.g. future customers, PRMs. In addition, there is concern over the weight attached to understanding the impact on consumers of R3 expansion and its inclusion in business planning
- Presents some level of confusion on choice of research methodology e.g. Research Outcomes and Measures p18, and in the design of the WTP work

Other points:

The CCB questions whether HAL has the sufficient resources and expertise required to deliver to the CCB's and CAA's expectations

HAL needs to propose a formal work plan on how they engage with the CCB going forward to allow proper input and time for consideration and reflection at each stage of the workflow