



CENTRE FOR RESEARCH INTO ENERGY DEMAND SOLUTIONS

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Communications and Engagement Strategy and Plan for CREDS

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With contributions from the core team and Executive committee.

Introduction

This document is the strategy and plan for how the Centre for Research into Energy Demand Solutions (CREDS) will engage and communicate throughout its duration. The strategy will describe the context that CREDS is working within and specify how CREDS will communicate with its audiences to achieve its aims. The plan lists the activities that will achieve the strategic aims. This strategy and plan will be updated annually. The proposal included an initial description of what might be part of the Communications and Engagement Plan (Annex I) and this has been used to guide the content of this strategy and plan.

This document specifies the objectives for the core team, the values and essence for CREDS, the stakeholders (Section 1) and a detailed plan of activities (Section 2) to achieve these objectives over the next 18 months.

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1. Strategy

The strategic aims of CREDS are to:

- Do **research** focused on energy demand
- Generate **impact** in research, businesses and policy-making
- **Champion** the importance of energy demand

We consider that everyone in the consortium has a responsibility to contribute to all three of these aims to a greater or, lesser extent. The Core Communications and Knowledge Exchange team has a co-ordination, facilitation and guidance role for these activities and a particular role for engaging with non-specialists (such as civil servants). We see the particular role of researchers as engaging with specialists to fulfill the 'impact' and 'championing' aims of CREDS. We will work together (core team and consortium) to generate content and materials that meet the needs of all of our audiences.

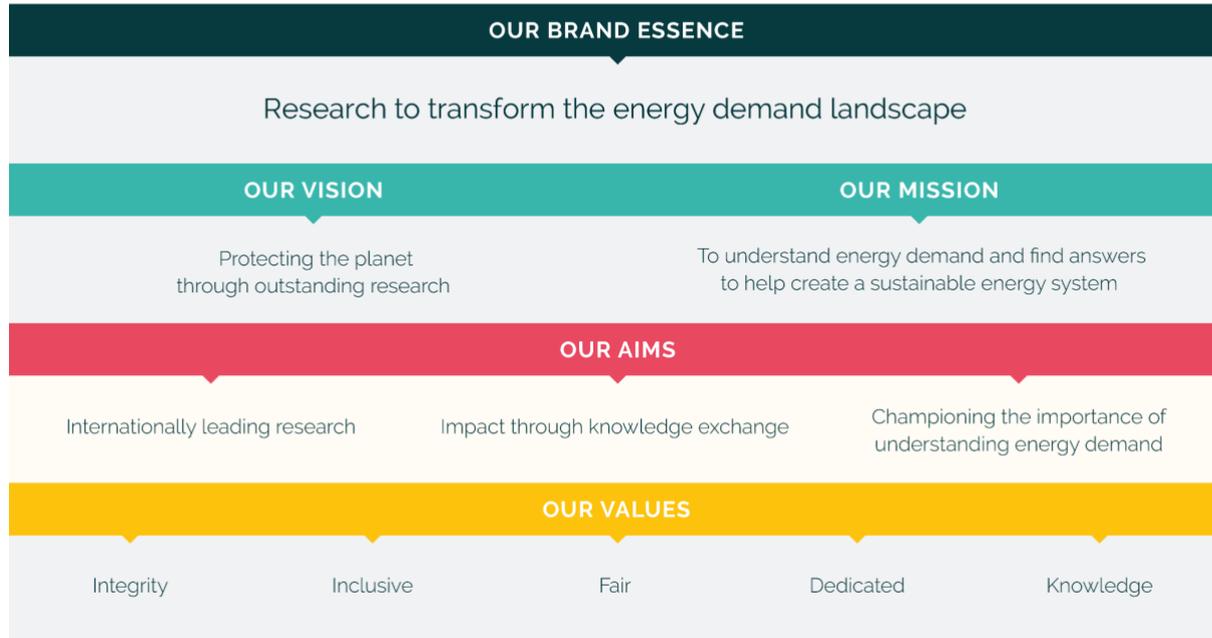
Hence, we see the objectives of Core Communications and Knowledge Exchange team to be:

- Engage internally with the consortium and externally with our audiences to achieve the CREDS aims
- Translate the research into useable evidence and knowledge for non-specialists
- Develop the energy demand research community in the UK and engage with the international community (hub role).

1.1. CREDS values and essence

In order to help to describe what we want people to think, feel or do when they see CREDS work we have developed the values and essence for the programme. An external strategy consultant was commissioned to work with the Executive Management Committee to brainstorm and assess these attributes. A brand framework was created and agreed by the Executive Management Committee and specified the mission, vision, aims, essence and values of CREDS.

Our brand framework



The brand framework was used as the basis for the specification for a competitive tendering exercise with five design agencies to create the branding, logos, fonts, colours, image library and design guidelines. The master logo depicts two overlapping shapes representing both the interdisciplinary and transformative nature of the work as described in the essence. The full guideline document and brand framework document is available on request.

Master Logo and full strapline:



1.2. Audiences, stakeholders and their needs

We define audiences as a broad group that may be interested in the work of CREDS. Our audiences have been divided into groups of people with similar needs and the aim of this strategy is to engage with and widen this group of people over time. We will tailor each activity to meet the needs of our audiences.

The five priority audiences that we have identified for CREDS are:

UK Research
and Innovation

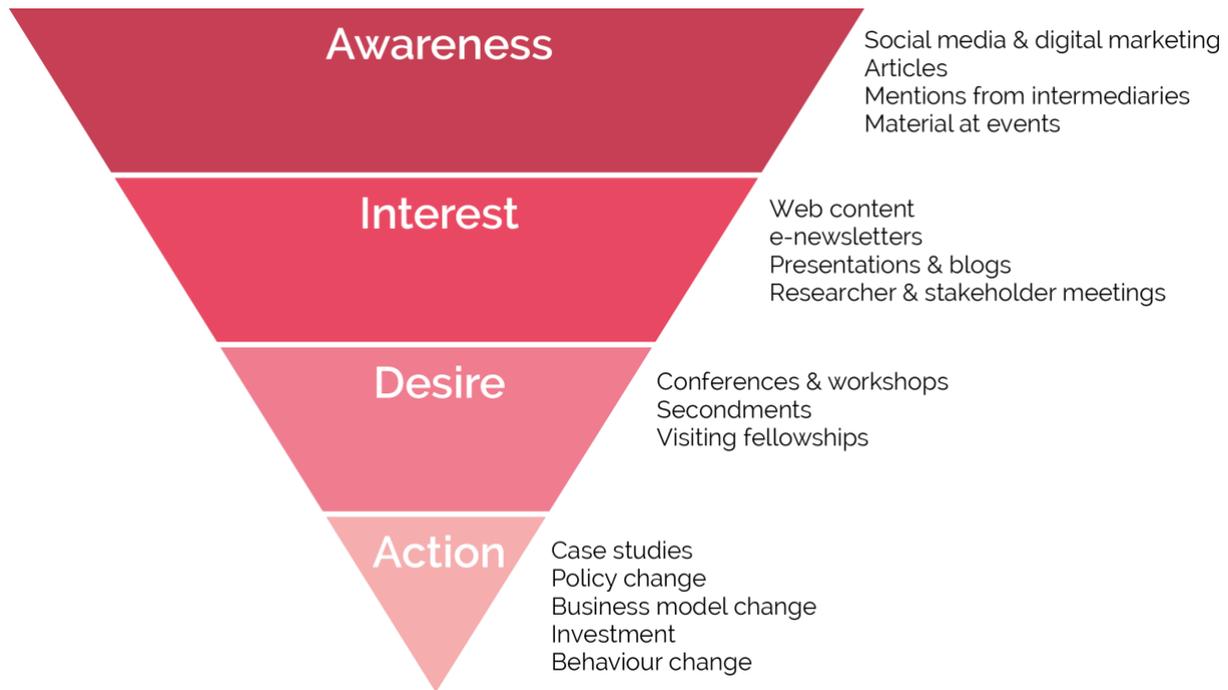
- Internal CREDS consortium
- People interested in energy demand issues (hub) including researchers in other disciplines, other energy research programmes e.g. UKERC, and the energy sector
- Policy e.g. local, devolved and national government
- Innovative Businesses e.g. high-use sectors, industry, commercial, retail
- Intermediaries – those who will pass on information to others e.g. media, trade press, consultancies, trade associations, professional bodies

We are not aiming to work directly with non-innovative businesses or the general public.

Stakeholders are named organisations or contacts who belong to certain audiences. Our stakeholders are a narrow group of contacts where we have an existing relationship with an individual person, or where we wish to build that relationship. We intend to move key people through from the broad audience to become individual stakeholders using a marketing concept known as AIDA.

CREDS has developed the engagement funnel based on an adapted version of the AIDA concept as a helpful way of framing the communications activities. AIDA stands for Awareness, Interest, Desire and Action (more detailed information about this concept is available in Annex II). This is one of many marketing assessment tools (Jobber D. 1995) that describes the stages that people go through in a decision-making process and that we can use to frame our activities. This is not an instant, single step process. It involves multiple interactions in an ongoing series of activities over time, to move people through the funnel. The reason we want to move people through the funnel is to meet the programme goal of impact via action.

The messages that we will be using at each stage of AIDA are *not* the features of the programme (i.e. six themes of CREDS), they are the benefits (new models, revised policy advice and behaviour change), and value (transforming the energy system and society) that our audiences and stakeholders will get out of using the information that is generated from the programme.



The main message for each stage needs to be different: it should take into consideration how the message is 'sent' and how it is 'received', and where the audience is located in the AIDA framework. Further information about AIDA and how messages are sent and received is available in Annex III.

We also need to engage our audience by being where our audience is – both online and physically. We need to understand: what platforms they use, what social media tools they use, what events they attend. We need to be wherever they are with our main messages in engaging formats. There are many ways to format the main message, and we will need to experiment to find the formats that work best and to allow time to edit to refresh and use again. We also need to understand where our audiences are in terms of the engagement funnel stages and develop activities (see Annex II) that meet their needs.

We have mapped the audience landscape for CREDS and created a broad list of organisations and individual contacts (370+) categorised by our four priority audiences (not including the consortium). The list was developed by the core team using a co-creation process at two whole centre meetings. We will continue to expand the broad list, initially by working with the EUED centres and CREDS themes to include their networks of stakeholders.

These stakeholders have been prioritised and Table 1 (below) shows the stakeholders that the consortium considered to be the most important (based on the consortium prioritisation exercise and the expert opinion of the Executive Management Committee). We will continue to expand our priority list of stakeholders based on those we consider it is critical to engage

with during the first year and to maintain an ongoing relationship with these stakeholders throughout the life of the programme.

Table 1: Priority stakeholders for engagement

Stakeholder organisation	Main contact	Proposed action
Department for Business, Energy & Industrial Strategy (BEIS)	Jon Saltmarsh	Seek to give seminar on CREDS, early 2019 See all themes and challenges
Department for Transport (DfT)		see Theme 2
Department for Environment, Food and Rural Affairs (Defra)		see Themes 2, 3 and 4
Office of Gas and Electricity Markets (OFGEM)	Moira Nicolson	Arrange academic speakers for Ofgem event, January 2019
Scottish Government	Sue Kearns	Plan and deliver Scotland stakeholder interaction with Climate Exchange, early 2019 Invite comments on CGS report
Welsh Assembly Government		Initial visit undertaken (3/7/18) Invite comments on CGS report
NI Assembly Government	To be identified	Identify key contact in DETI Invite comments on CGS report
Committee on Climate Change (CCC)	Adrian Gault	Initial visit undertaken (28/6/18) Host Sarah Livermore visits to modelling teams
Energy Systems Catapult (ESC)	Eric Brown	Initial meeting 19/10/18 Further actions planned including working with them to reach SMEs
International Energy Agency (IEA)	Kathleen Gaffney	Invited CREDS participation in events, October 18. CREDS CoI (DS) leads IEADSM Technology Collaboration Programme
European Commission (EC)	Paul Hodson	Initial meeting, 28/9/18
National Grid	Tim Jarratt	Met TJ and Lydia Ogilvie (UK Strategy), 7/6/18

1.3. Monitoring and evaluation

We will measure the success of the strategy and plan by always monitoring and evaluating how each activity went with the intention of continuously improving our communications during the life of the programme. Examples of the type of techniques we will use are: user

behaviour on the website (Google Analytics), feedback forms at events, event reports after events, washup meetings and selected follow-up telephone interviews (recorded) after key events/meetings. We are developing a central repository to record what we measure and this will be used to assess the success of the Communications and Engagement Strategy and Plan so that we can revise it each year.

The wider assessment and monitoring of impact for the whole programme will also be developed. It is our intention to establish a system for recording both research impact (Research Fish etc.) and non-research impact (policy, business and society) within the first year of CREDS. We will review existing systems from the EUED centres and with the CREDS consortium and develop a suitable system for CREDS. These systems will also be used to report progress and aim to ensure that the quarterly and annual reporting cycles to UKRI are consistent, transparent and minimise the burden of reporting. We will work with the Advisory Board for the mid-term review in year 3.

2 Communications and Engagement Plan

This is the list of communications and engagement activities that the CREDS programme intends to carry out in the next 18 months – October 2018- March 2020. The table is colour coded according to Awareness, Interest, Desire and Action with the aim of demonstrating that the different activities move the audiences through the engagement funnel.

We expect that 60% of the communications activities will be proactive and planned and 40% will be reactive and ad hoc. Although in year 1 this is likely to be nearer 80% proactive:20% reactive because we need to build awareness of CREDS. This gives us scope to take advantage of opportunities that arise in the media for promotion through 'piggy-backing' onto a relevant news stories e.g. New Power and taking up invitations (to speak and write) when they are issued e.g. joint event with SuperGen hubs.

Activity and Lead person	Audience Type	Description	Date
Media (Kay Jenkinson (KJ))	All	Articles in the media and trade-press. We will be pro-active in developing links with the industry/public-facing media as a route to the wider audience, especially trade press (e.g. edie, Current, Network). We will seek coverage for our research outputs, e.g., offering stories and articles associated with the launch of the CREDS report on the Clean Growth Strategy.	Ongoing
Digital marketing (Hannah Harris (HH))	All	Search Engine Optimisation (SEO) Social Media (Twitter & LinkedIn)	Launched
		Our Twitter feed (@CREDS_UK) will be regularly updated and will be one of our main awareness raising device to draw in new and existing stakeholders. We will also use LinkedIn and link with other networks to enhance this effect.	Ongoing
Outreach to intermediaries (KJ)	Intermediaries	Intermediary organisations – such as professional bodies (e.g. CIBSE), media, and trade associations (e.g. ENA) – are identified as a key route to the energy demand community and wider audiences. We plan to develop links with priority organisations to understand their requirements and to share our relevant research.	Nov and ongoing
Website content (HH)	All	The navigation of the website is designed so that users can easily find the information they need. The navigation and content is designed for all audience types, there will also be summary information written for non-specialists such as policy and business audiences and there will also be detailed	Sept 18 launched Content – ongoing

		and specialist information for researchers. A content strategy is available, that outlines the structure and workflow of content to be generated, such as blogs and their frequency.	
Create messages from research (Core & Themes & Challenges)	CREDS consortium	Development of syntheses based on meetings, published papers, quarterly reports, e.g. whole centre meeting 3 in Leeds, hackathons to develop messaging for specific audiences, priority topics drawn up by AB annually. Branding, style guidelines and templates are available.	Ongoing Identified in individual plans
	All	The e- newsletter is sent out on a quarterly basis. It will fulfil multiple roles: awareness raising, bringing the 'hub' community together; and being a voice of evidence-based independent advice for policy and business.	Nov 2018 Feb 2019
Major events With general content (Core)	All	Major events such as the launch and final conference will be designed to reach a broad audience and act as mainly awareness raising of what CREDS is doing and has achieved. Conferences – not only attending but as a sponsor or other high-profile role e.g. ECEEE Joint events e.g. SuperGen hubs	Sept 18 Autumn 2022 (to allow legacy to establish)
	CREDS consortium	Launch event - Follow-on activities: full event report for internal use (including analysis of feedback forms collected on the day and lessons learned), a summary of the event report for publication on the website, blogs (CIED), and a mailing to all those that registered sharing the summary event report, animation and asking them to sign up to the newsletter. Clean Growth Strategy report - A full version of the report with accompanying sub-papers, a synthesis version for policy-makers and directors, promotion on the website, newsletter and potentially other promotion products e.g. an animation and events.	Sep 18 Jan 19
Identify and implement cross-cutting activities (Core & Exec & AB)		Further cross-cutting activities will be identified in the next whole centre meeting and in discussion at Executive meetings and Advisory Board meetings (Nov 18/Jun 19) and may include projects within the Flexible Fund.	22-23 Jan 19
	Energy Demand Research Hub	Started with a meeting with each EUED centre to discuss plans for the CREDS launch (20 th September), main outputs and future interaction.	Jul/Aug 18
Energy demand research – academic impact			

(Sarah Higginson (SH))		Create a mailing list for the Hub	Dec 18
		1 event per year (Workshop for topics of concern to EUED community & new EUED Technology call projects)	May 2019
		Journal papers/articles, conferences, books and posters – many planned in themes and challenges	Ongoing
Influencing policy – social and economic impact (KJ)	Policy	Meetings are being arranged with key policy stakeholders in government (e.g. BEIS/CCC), and a plan to develop policy-friendly formats for CREDS research outputs is underway. We are also working on processes to ensure that established project-level interactions with policy makers, are supported and co-ordinated to encourage co-creation of research for maximum impact.	Dec 18
Influencing business and industry – social and economic impact (KJ)	Business	Meetings are being arranged with selected business organisations (e.g. Energy Systems Catapult) to determine their specific requirements (e.g. best options for sharing CREDS research outputs). As with policy stakeholders, we are developing processes to ensure that established project-level interactions with energy demand businesses are supported and co-ordinated to encourage co-creation of research and to develop maximum impact.	Dec 18
Specialist Events (Themes, Challenges and Core)	CREDS consortium	<p>Most events will be less than 100 people and specialist in either audience or content. This will be one of the main ways that CREDS interacts face-to-face with its audiences. Many of these events will be linked to specific research projects (see themes) but where there are cross-cutting issues the core team will be involved.</p> <p>An events timeline is being developed in discussion with the consortium.</p>	Planned
Internal meetings (Core)	CREDS consortium	<ul style="list-style-type: none"> • Whole Centre Meetings (first year x3, remaining years x2 per year) • Researcher-led meetings (interactive remote working e.g. online forum, CREDS Clubs, ECR specific activities and capacity building supported by Flexible Fund) • Advisory Board meetings x2 per year • Executive board x12 per year (4 physical meetings, remainder remotely) • Consortium Updates (fortnightly emails) 	<p>Apr 18</p> <p>Sept 18</p> <p>Jan 19</p> <p>May 19</p> <p>Oct 19</p> <p>May/Nov 18</p>

Reporting	Funders (EPSRC / ESRC / UKRI)	Quarterly reporting + Annual report (Lead - Director and Centre Manager, Contributors – Themes/Challenge Leads & webstats, KE managers)	Quarterly/ Annually
Director (Nick Eyre)		<ul style="list-style-type: none"> • Key stakeholders - engage directly and build strong relationships with all key complex stakeholders (see Table 1) with KJ/SH/CD) 	Ongoing
		<ul style="list-style-type: none"> • Media (with KJ) • Develop trade press relations. Articles planned with New Power, Energy World 	Ongoing
		<ul style="list-style-type: none"> • Initiate mainstream media links around Clean Growth Strategy launch, and subsequently around other key outputs and opportunistically. 	
		<ul style="list-style-type: none"> • UK Research Community (with SH) 	Mid-2019
		<ul style="list-style-type: none"> • Develop effective working relationships with key UKRI investments, including UKERC, Supergen hubs, CESI, ERRC, ABC Centre. 	
		<ul style="list-style-type: none"> • International • Develop key relationships. • Play key role in ECEEE summer study, June 2018 	Begun with visit to LBNL 25/10/18
		<ul style="list-style-type: none"> • Launch visiting international fellowship programme (VIFP) early 2019 	
		<ul style="list-style-type: none"> • Promote Challenges call 	Nov 18
		<ul style="list-style-type: none"> • Develop, launch and promote Flexible Fund 	
		<ul style="list-style-type: none"> • Manage EDI working group and communicate its issues and results 	Dec 18
Theme 1 Buildings (Tadj Oreszczyn)	Specific stakeholders	<ul style="list-style-type: none"> • Regular interaction with a diverse range of stakeholders (e.g. BEIS, EST, business, consultancies, Citizens Advice) to discuss how the results can be used in policy-making and by business. 	Weekly
		<ul style="list-style-type: none"> • Engagement with international stakeholders to continue building impact. Examples include: 	Nov 2018
		<ul style="list-style-type: none"> • The production and launch every November of the Lancet Countdown 	Nov 2019
		<ul style="list-style-type: none"> • leading IEA Annex 70, a collaboration of 12 different countries. 	
		<ul style="list-style-type: none"> • Mission Innovation, participation in the Affordable heating and cooling challenge, which has representatives from many countries both academic, government and industry 	
		<ul style="list-style-type: none"> • Engagement with the Mexican ministry of energy via a Sustainable Energy MOU. 	
		<ul style="list-style-type: none"> • Stakeholder engagement through being the CRED representative on the Active Building Centre which has a 	

<p>Theme 2 Transport (Jillian Anable)</p>	<p>wide range of commercial as well as academic and government partners.</p>	
	<p>Specific stakeholders</p> <ul style="list-style-type: none"> • Interaction with Department for Transport, Office for Low Emission Vehicles and Committee on Climate Change to discuss how the research results can be used in policy-making and to shape future research direction. Named individuals in these departments have agreed to this activity. • Department for Transport, Defra and Driving and Vehicles Licencing Agency as well as Leeds Institute for Data Analytics are currently working on a data licence and ongoing knowledge exchange partnership for vehicle licencing and MOT data for use in CREDS research and potentially as an open-access resource • Knowledge exchange, including evidence sessions and debates, with stakeholders through the Commission for Travel Demand. Next topic will be 'Sharing' with commissioners from key stakeholders appointed and final report synthesising the evidence and offering a research and policy agenda. • Continued membership/ chairing of related government committees including the Electric Vehicles Energy Taskforce and the Scottish National Transport Strategy Review Evidence Group in which research results are disseminated as appropriate • Meet Local government partners (e.g Greater Manchester Passenger Transport Authority; West Yorkshire Combined Authority; Transport for the North) as potential case-study partners for various projects and explore details. • Public Transport Operators (EasyJet; Virgin Rail; National Express) approached to become project partners as providers of data and project advisors • Public engagement activity (e.g. Bristol Festival of Economics November 2018; Leeds Pint of Science March 2019) is a proven track record of many theme members and will be encouraged further. 	<p>Quarterly</p> <p>Appointments early 2019 Final report Autumn 2019</p> <p>July – October 2019</p>
<p>Theme 3 Materials (John Barrett)</p>	<p>Specific stakeholders</p> <ul style="list-style-type: none"> • Organising a series of interviews with BEIS, Defra, CCC and trade associations related to data needs for policy assessment associated with industrial energy demand • Discussion with Jon Saltmarsh to organise an event with BEIS on resource efficiency 	<p>Jan 19</p> <p>Dec 18</p>

Theme 4 Flexibility (Jacopo Toritti)		<ul style="list-style-type: none"> Submitting a response to the CCC zero carbon economy consultation 	Dec 18	
	Specific stakeholders	<ul style="list-style-type: none"> Series of workshops on flexibility to exchange knowledge and inform the debate around this topic (e.g. half-day thematic workshops with policy-makers designing flexible tariffs and automation industry; 2-day workshops with international academics from different fields; event around special issue on flexibility in the past) Major event on flexibility – this will be a 2-day conference with thought leaders on flexibility Involvement in regular meetings with energy and environmental policy-makers (Ofgem, BEIS, IEA, Defra) to gather information on current policy thinking on flexibility and feed CREDS findings into policy decisions 	Sept 18 2 per year April 2022 Sept 18 Quarterly	
	Theme 5 Digital (Tim Foxon, Steve Sorrell)	Specific stakeholders	<ul style="list-style-type: none"> Regular interaction with stakeholders (BEIS, Ofgem, Energy Saving Trust, business, consultancies) to discuss how the research results can be used in policy-making, including as part of 6-monthly Sussex Energy Group Advisory Group meetings. Engagement with stakeholders to continue building impact, e.g. Innovation Forum on supporting innovation for new energy service business models with Ofgem; local authorities; energy companies; software companies; National Grid/DNOs, May 2019. Engagement with experts on smart homes to examine the technical and social dimensions facing smart meters, smart homes, and user practices in the UK. 	6 monthly May 2019 January 2019 June 2019
		Theme 6 Policy (Tina Fawcett)	Specific stakeholders	<ul style="list-style-type: none"> Series of publications including policy briefs, working papers, conference papers and journal articles. e.g. several papers accepted to ECEEE 2019 conference – which attracts practitioners, policy makers and researchers from across Europe. Engaging with and co-creating research with our established partners, and developing stronger relationships with potential partners. e.g. kick-off meeting with Energy Saving Trust to discuss co-creation of research for project 6.1.2 in 2019/20 Working with our advisory board and key stakeholders to achieve impact. e.g. presented Theme 6 to CREDS advisory board, engagement with International Energy Agency on efficiency, flexibility and multiple benefits work (Paris visit).

Challenge 1 Heat (Bob Lowe)	Specific stakeholders	<ul style="list-style-type: none"> Initial meetings with key stakeholders to set out our research objectives and plans. Initial contact has been made with BEIS, CCC, ESC, OFGEM. The first meeting with BEIS will take place on 19th November. Other contacts, including industrial contacts, will follow in the remainder of 2018. 	Nov 2018
		<ul style="list-style-type: none"> Regular interaction with key stakeholders to discuss how the research results can be used in policy-making etc. The most appropriate format for regulation interaction will be explored during initial meetings. 	Quarterly
		<ul style="list-style-type: none"> Engagement with stakeholders specifically to build impact e.g. around major publications. These will include meetings with individual stakeholders, and seminars and colloquia involving multiple stakeholders. 	Early Summer 2019
		<ul style="list-style-type: none"> Engagement with other research projects (academic stakeholders) e.g. in wake of recent EPSRC EUED Technology Call. In some cases, we have excellent informal contacts e.g. with RESTLESS, with which we share staff. Engagement with other research teams 	Spring 2019
		<ul style="list-style-type: none"> Engagement with CREDS Themes. Links are particularly strong with the Buildings Theme, and joint presentations and a paper are envisaged. 	Ongoing
Challenge 2	Specific stakeholders	Challenge Call Launched – TBC Jul 2019	
Challenge 3	Specific stakeholders	Challenge Call Launched – TBC Jul 2019	
Flexible Fund	Unknown	TBA	

Annex I

Communication and Engagement Plan (from Proposal)

The guidance in the Call documentation requires that we should “Detail how the EUED Centre will develop a communications and engagement plan”, and that “The full communication strategy and engagement plan should be developed within the first six months of the EUED Centre”. In this document we set out our overall approach for engagement and communications, and the process we will take to delivering a complete plan.

The detailed plan will identify our stakeholders, individually for key stakeholders and by category for wider groups of stakeholders. It will set out and justify the types of interaction and communication we will use for each type of stakeholder. The plan will be subject to periodic review with oversight from our Advisory Board.

As set out in the Justification of Resources, we have budgeted a significant resource for engagement and communications. In addition to the Centre Manager and a part time website and communications officer, we plan to have two knowledge exchange professionals who will facilitate our engagement across our business, policy and research networks.

Building on the work of the EUED Centres

The Centre will build on the engagement work of the EUED Centres. Stakeholders will expect the Centre to understand the EUED Centre outputs and to incorporate them effectively in its knowledge exchange activities. We will therefore work with the existing Centres to develop a smooth transition. We have excellent links with all of the EUED Centres, with investigators from five of them active within our consortium.

The existing Centres have strong networks of stakeholders through their advisory groups and project partners. Collectively we expect they will form a major part of the stakeholder network with which we will wish to work, but we will also broaden and develop it further (see below).

The EUED Centres have largely operated autonomously, so there is no central analysis of outcomes and impacts. Within the Energy Demand Research Champion grant we have begun to develop a list and classification of outputs. Before April 2018 we will analyse these outputs in order to identify the key messages from the existing Centres before the launch of the new Centre.

Working with key stakeholders

We approach communications and engagement as activities to be undertaken over the lifetime of the Centre. We have already begun this process, as part of developing our research proposals. As set out in the Case for Support, we have consulted broadly with business,

government and civil society organisations. Many will be actively represented in our research (see Project Partners letters).

The timing of our bid has not yet allowed detailed co-creation of research with stakeholders, but that is what we plan to do. These research plans will include specific engagement and communications activities.

Within the activities of the Energy Demand Research Champion grant we will undertake further structured consultation with stakeholders in early 2018 to identify key research challenges.

We expect that one group of stakeholders that it will be difficult to reach cost effectively will be small and medium sized enterprises (SMEs). We therefore intend to work closely with the Energy Systems Catapult (ESC), which has dedicated resources for targeting SMEs and is consulting with industry to design an engagement model for them. If funded, we propose to seek a one to one relationship with the ESC (similar to the one it has with UKERC) to enable our research outputs to reach SME audiences.

Identifying broader stakeholders and engagement channels

Within the first six months of the Centre we will undertake a stakeholder mapping exercise, led by the Centre Manager and supported by the Knowledge Exchange researchers and communications officer.

We will build on the existing networks of the EUED Centres and the Energy Demand Research Champion to develop a database of stakeholders. We will draw on data from partners with whom we expect to collaborate in communications activities, including UKERC, the Energy Systems

Catapult and the Energy Research Partnership. We will classify stakeholder interests, for example by end use demand category, organisational type and size. We will separately address the media and other organisations for whom communications is a central goal.

Using the expertise of our knowledge exchange team, we will then seek to define the types of engagement activities and communications channels relevant to different categories of stakeholder. The appropriateness of these approaches will then be tested, by using our early outputs and seeking stakeholder feedback. Effective approaches will form the basis of the draft Communication and Engagement plan, which we will put to our Advisory Board for comment and approval.

Knowledge exchange activities

We do not wish to prejudge the detail Communication and Engagement Plan. However, within the Centre team, we already have successful experience in knowledge exchange, on which to draw. In addition to academic journal articles and conference presentations, we expect that we will wish to use a number of different approaches, including:

- a quarterly newsletter to partners and other interested stakeholders, with news and information;
- mailshots of project reports;
- policy and business briefings at relevant times;
- articles in professional journals and specialist media;
- mainstream press briefings, e.g. via the Science Media Centre.
- events dedicated to discussion and promotion of the outputs of specific projects;
- invited presentations at relevant conferences and meetings organised by others;
- targeted meetings with key businesses and policymakers;
- Select Committee written and oral evidence;
- webinars on issues of broad interest;
- social media to signpost events and reports

We also expect to have a major launch event (in Summer 2018) and a major closing event (in Spring 2023). These will highlight the work of our Year 1 and Year 4/5 cross-theme projects respectively.

A dedicated and effective website will underpin much of this activity, and we will have a website and communications officer for whom this will be a key priority.

One key issue to be resolved in the Engagement and Communications plan is the relationship with existing EUED Centre websites. We expect that the status and visibility of the existing Centres will vary considerably after their RCUK funding expires in 2018. Some will continue to operate with other funding sources under their existing branding. Others expect to close without continuity plans for making their findings accessible. Our approach to incorporating the outputs of the EUED Centres into our website will take account of these differences.

In planning activities, we will take account of the plans of other RCUK supported research. Where appropriate we will undertake activities in collaboration with them. We will also develop and deliver knowledge exchange activities in collaboration with other relevant actors, notably RCUK, UK and devolved governments, trade associations and expert non-governmental organisations.

Monitoring and Evaluation of Impact

Our knowledge exchange team will ensure that we use appropriate channels, working with the relevant investigators and researchers. This team will also advise on timing, as we recognise that research outputs are typically produced at the end of the relevant research, however this is not necessarily most effective when considering the needs of stakeholders.

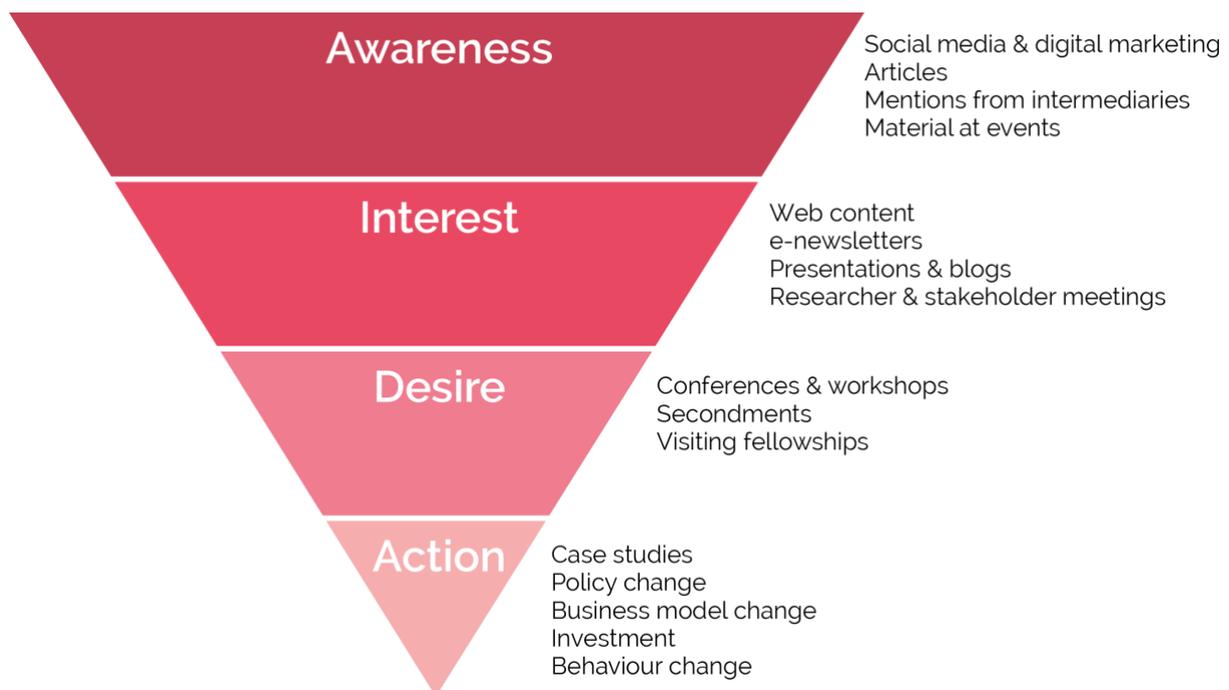
The knowledge exchange team will take responsibility for ensuring that stakeholder feedback is sought, that activities are evaluated and that those evaluations are reported to the Executive Management Committee with, where necessary, recommendations for changes to the Engagement and Communications plan.

Annex II

AIDA

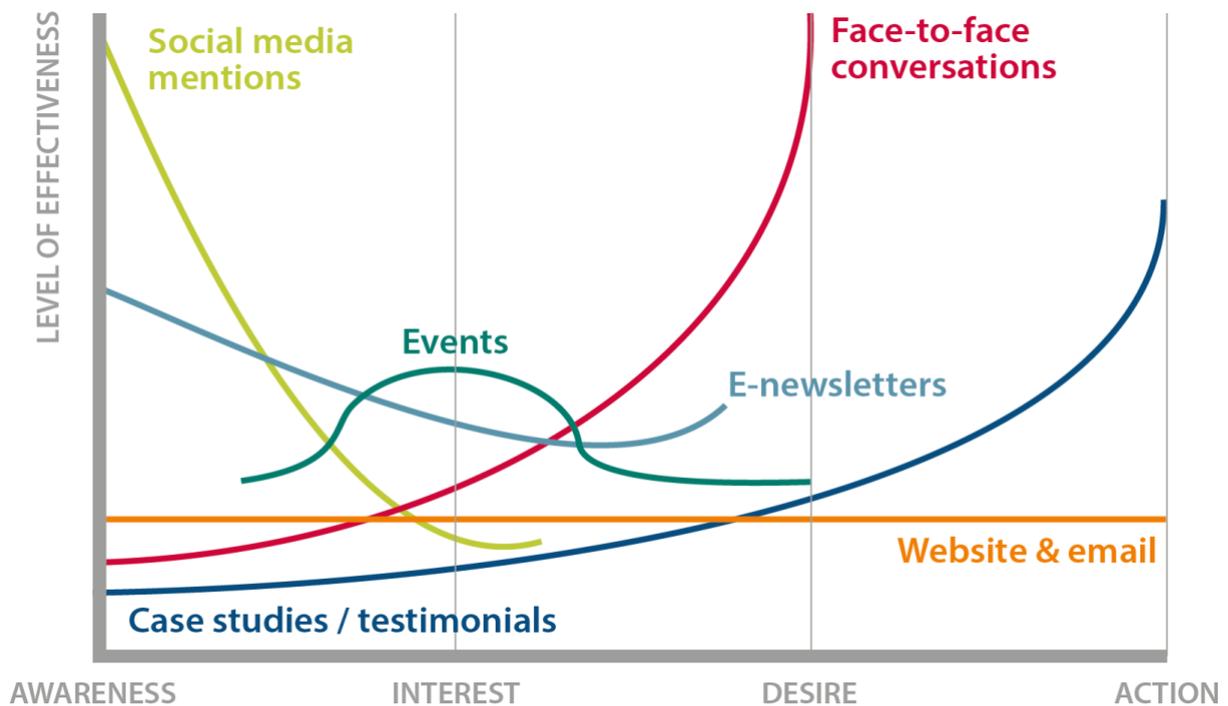
To meet the CREDS objectives we would like to move users through a process known as AIDA, that stands for Awareness, Interest, Desire and Action. This is one of many marketing assessment tools to help analyse the decision-making process that people go through when they buy things and it applies to both goods and services. We consider that the knowledge generated from research is a 'service'. The image below (Figure 1) shows how users can be moved from 'not being aware' of the information about energy demand to 'action' taking up the information and using it – but this is not an instant, single step process. It involves multiple interactions over time to move people between each of the stages of AIDA a. unaware to aware b. aware to interest c. interest to desire and d. desire to action. The users start at the top and the main messages are broad and appeal to a wide audience and are designed to 'raise awareness'. The messages become progressively more tailored to the individual as they move through the stages until the final interaction that tends to be a one-to-one interaction that convinces the user to take up the information and 'action' it in their work or home. The bullets on the right-hand side give some ideas about the different types of marketing communications tools and channels (online, face-to-face) that can be used at each stage and we will use combinations of these marketing communication tools (Marcomms) to generate our activity plan.

Figure 1 AIDA stages



The Marketing communications tools listed on the side of Figure 1 can be displayed graphically in terms of effectiveness against the stages of AIDA (Figure 2). The graph shows that many of the Marcomms tools overlap multiple stages of AIDA, demonstrating that many tools can be used at many stages but that some tools are more effective at certain stages. We will use this graph to help plan which tools to use at which stage to generate many interactions (at least four) that are needed.

Figure 2



Social media mentions and Searches: Google/Twitter/LinkedIn. A way of reaching many people in new audience types. Generates INBOUND traffic to the website to find out more, a way of increasing the audience numbers (Wikipedia/referring sites).

E-newsletter: creating awareness of new information (research results) or events – e.g. printed media- newspapers, journals, magazines, e.g. traditional media - television; radio e.g. digital media e.g. online blogs, email, website links.

Face-to-face conversations: this used to be 'door-to-door' type selling but is now mainly online via emails, mobile, Twitter, Facebook – things where the seller has personal information about their customers and can target their sales to fit the individual. This is also individual meetings that engage in dialogue with stakeholders with the purpose of moving them through the

funnel towards action i.e. CREDS Knowledge Exchange managers, and Executive Board (e.g. regular theme lead meetings with BEIS) and consortium members.

CREDS website and individual emails: these can be used at all stages and content targeted accordingly from general to specific. Increasing numbers of people use a mobile to access content and we have designed the website to be mobile responsive.

Case studies and testimonials: these are examples that shows others that are considering taking actions that these activities really work and its worth joining in. E.g. it is planned to have co-creation between researchers and stakeholders within CREDS projects and this interaction is likely to generate these kinds of tools.

Annex III

Messages sent and received

The way that research results are turned into web content and messages in summary documents put out from CREDS is important and CREDS will ensure that the messages it sends are as effective as possible using the following concepts.

Message sent covers the following areas:

- a) What is said – content, length
- b) How it is said – language, non-technical, style formal/informal
- c) What channel is used – digital/physical/face-to-face, personal.

By considering these areas the messages sent will be appropriate for the audience type and will generate the greatest impact.

Message received:

The way that the message is received and understood will depend on many factors such as age, attitude, culture, gender and education. It will also depend on how people learn based on four styles - visual, auditory, read/write and kinaesthetic (Fleming & Mills, 1992). Most people have a dominant learning style although some have a blend of different styles.

- a) **Visual learners** – learn through seeing and think in pictures – best channels are graphs, charts, patterns
- b) **Auditory learners** – learn through listening and think by talking – best channels are radio, group discussions, webinars
- c) **Read/write learners** – learn through reading/writing and think in words – best channels are reports, Internet, PowerPoint presentations
- d) **Kinaesthetic learners** – learn through movement and think in actions – best channels are demonstration, practice, case studies

Hence, we will need to consider all the factors above to ensure that the correct messages are sent and received by the target audience.

Using this concept will help us to develop our communications tools to meet the needs of all types of learners. For example, instead of just adding a PowerPoint presentation to the website we will animate the presentation with visuals and photographs, potentially have an audio recording to accompany it and include summary narration for each slide as subtitles.