

## STAKEHOLDER ENGAGEMENT INCENTIVE SCHEME



Making a positive difference  
for energy consumers

### STAKEHOLDER ENGAGEMENT – PART 1 SUBMISSION ENTRY FORM

#### COMPANY DETAILS: (please complete)

Company: Northern Gas Networks Ltd  
Licensee(s): Northern Gas Networks Ltd  
Address: 1100 Century Way  
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Postcode: LS15 8TU

#### CONTACT DETAILS: (please complete)

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#### THE RULES:

1. Refer to the accompanying guidance notes for your Stakeholder Engagement Incentive Scheme.
2. Fill out this entry form and attach it to your overview of evidence. The overview of evidence and all supplementary information should be referenced to this entry form.
3. Entry form should not exceed four A4 pages in total. Overview of evidence should not exceed ten A4 pages.
4. Complete applications must be received at Ofgem by **no later than 5pm on the final Friday in May, the year following the regulatory year in question**. They should be sent to [connections@ofgem.gov.uk](mailto:connections@ofgem.gov.uk) electronically, with a hard copy sent to:  
**Distribution Policy Team, Ofgem, 9 Millbank, London SW1P 3GE**

MINIMUM REQUIREMENTS		
Please provide supporting evidence and high level overview of how your company has met the minimum requirements set out below:	Evidence submitted within application (ie, evaluation, assurance report, survey, etc.)	Overview of your arguments demonstrating compliance with requirement. Clearly signpost as to additional relevant evidence/information within submission
<p>The network company has a comprehensive and up to date stakeholder engagement strategy, which sets out:</p> <ul style="list-style-type: none"> <li>- how the network company keeps stakeholders informed about relevant issues, business activities, decision-making and other developments;</li> <li>- how the network company enables timely input and feedback from stakeholders via appropriate mechanisms to inform decision making.</li> </ul>	<p>Putting people at the heart of everything we do (CEO column) – P1</p> <p>Our strategies – P2 &amp; 3 Development of the Energy Futures strategy demonstrates good practice in integrating stakeholder mapping, engagement and feedback into strategy development <b>SGS AA1000SES Audit Management Report March 2017</b></p> <p>2016/17 Engagement – P4, 5 &amp; 6</p> <p>Our Culture and Capability – P8 &amp; 9 "A fundamental strength of NGN's approach to stakeholder engagement continues to be that employees have a mandate for engaging with stakeholders on those issues where they have responsibility and where they can see potential benefits from that engagement. This is within the overall culture of the company which seeks to empower employees to act to address issues where they find them."</p> <p>"Stakeholder engagement continues to be integrated into policies and processes across the business. The drive for integration into decision making continues to come from the Board level and is a critical factor in the strategic direction of the business." <b>SGS AA1000SES Audit Management March 2017</b></p>	<p>Stakeholder engagement is a key part of the CEO and senior management team's role. Through our stakeholder panel and meetings with key stakeholders we keep them informed and provide opportunities for input and feedback.</p> <p>The stakeholder strategy is reviewed annually to reflect feedback from stakeholders throughout the year including internal and external audits. Our framework shows how we engage and act on feedback. Within the strategy, our <i>roadmap to 2021 and beyond</i> sets out how stakeholder engagement and feedback is supporting improvement and influencing the business across the short, medium and long term. Dedicated strategies are also in place for key business areas, for example Energy Futures.</p> <p>Our strategy highlights a range of examples to keep stakeholders informed and ensures timely input: stakeholder panel (representing a wide range of stakeholder views),GD2 engagement, targeting hard to reach groups such as Shippers and Suppliers, tailored engagement such as workshops and events and broadening our reach by improving surveys, using online research and focus groups.</p> <p>Our decision making model ensures that stakeholder feedback informs decision making by the right people, at the right place and time throughout the business from the front line to senior management.</p> <p>Examples of 'colleagues in action' show how we engage and respond. For example, looking after local stakeholders before during and after our replacement and gas holder works.</p> <p>Page 9 also highlights the methods of feedback such e-bulletins and social media.</p>

<p>A broad and inclusive range of stakeholders have been engaged.</p>	<p>Putting people at the heart of everything we do (CEO column) – P1</p> <p>Key highlights – P1</p> <p>Our strategies – P2 &amp; 3</p> <p>2016/17 Engagement - P4,5, 6          "This year there has been a focus on strengthening engagement in new areas, for example in engagement with suppliers and shippers. This is welcomed as evidencing a broadening of the scope of the management system."  <b>SGS AA1000SES Audit Management Report March 2017</b></p> <p>Key outcomes – P6, 7</p> <p>Our culture and capability – P9</p> <p>Accreditation and independent evaluation – P10  <b>BSI and Moody's independent evaluation</b></p> <p>Engage, measure, improve – P10          More than 15,000 stakeholders surveyed in 2016/17  <b>Survey</b></p> <p>Part 2 – P 17          "It's very exciting and one of the most over-subscribed funds we've ever had."  <b>Sally-Anne Greenfield, Chief Executive, Leeds Community Foundation</b></p>	<p>Our partnerships both new and existing have been instrumental in helping us to deliver our social objectives. Audit took place throughout the year giving an authentic view of our approach in action – from a high profile House of Commons launch to a local stakeholder panel.</p> <p>1,024 customers referred to Northern Powergrid's Priority Services Register.          6,300 people directly supported by NGN.</p> <p>Stakeholder mapping is reviewed every year with specific stakeholder mapping and engagement through dedicated strategies.          Our stakeholder database is also enhanced every year (circa 7,000 contacts).</p> <p>A range of examples - stakeholder panel, GD2 engagement, engaging hard to reach such as shippers and suppliers, tailored engagement such as depot days and community promises fund, broadening our reach such as improved stakeholder survey, 'test it' online research and focus groups.</p> <p>The key outcomes table shows 158 outcomes from engaging a broad range of stakeholders, across 10 groups.</p> <p>Customer care officer highlights show examples of engagement for example, 34,617 customers engaged face-to face.</p> <p>BSI benchmarking to strengthen services for vulnerable customers.          Moody's rated our Energy Futures work as credit positive.</p> <p>We always want to understand more the help us improve.</p> <p>Our new Community Promises fund offers small grants to community groups working with hard to reach and vulnerable people.</p>
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<p>The network company has used a variety of appropriate mechanisms to inform and engage their stakeholders – these have been tailored to meet the needs of various stakeholder groups, and are fit for purpose in allowing a detailed analysis of a breadth of stakeholder perspectives</p>	<p>Our strategies – P2  “The strengths of the company’s approach are its business culture and the strategic nature of the response to stakeholder needs, and the provision of resources to deliver engagement and respond to stakeholder inputs.”  <b>SGS AA1000SES Audit Management Report, March 2017</b></p> <p>Dedicated strategies - P3 and delivering excellent customer experience - P15, 16</p> <p>Dedicated strategies - P3 and community involvement and social responsibilities - P17,18</p> <p>Dedicated strategies - P3 and gearing up for the future - P19,20</p> <p>2016/17 Engagement – P 4, 5 &amp;6</p> <p>Our culture and capability – P8 &amp; 9  “Engagement is driven from different levels in the organization – from the Board to Site Managers and CCOs.”  <b>SGS AA1000SES Audit Management Report March 2017</b></p> <p>Engage, measure, improve P10  <b>Survey results</b>  -Satisfaction with methods of engagement = 8.0  -Online map users 8/10 for customer service and quality</p>	<p>Our Roadmap to 2021 and beyond provides examples of appropriate mechanisms such as innovation depot days, community promises fund, shipper and supplier research and stakeholder panel.</p> <p>Clear timely and targeted communication – allowing stakeholders to provide views in relation to our communication activity for example, website redesign tested with vulnerable customers and improvements made.</p> <p>Partnering with Leeds Community Foundation, a trusted intermediary, to engage community groups through our Community Promises fund. In turn, the Community Promises fund allows engagement with vulnerable people through supporting community projects.</p> <p>Influencing the national and regional agenda, bringing theory to life through collaborative projects. Lobbying support via Pagefields.</p> <p>Examples of external engagement: Digging deeper with our stakeholder panel, GD2 engagement, Engaging the hard to reach, cross sector stakeholders, tailored engagement, broadening our reach for example, engaged customer panels - focus groups.</p> <p>Examples of internal engagement: commitments workshops, bounce events, stand up sessions, leadership programme, CEO monthly call and social media such as yammer.</p> <p>We highlight examples of colleagues in action who use appropriate mechanisms to inform and engage. For example, our frontline stakeholder managers talk to stakeholders throughout streetworks, major projects and community initiatives.</p> <p>We always want to understand more to help us improve. We have enhanced our stakeholder survey to increase the frequency to monthly, targeting a smaller sample size and surveyed discrete groups such as online map users.</p>
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<p>The network company can demonstrate it is acting on input / feedback from stakeholders.</p>	<p>Dedicated strategies – P3  “Working in partnership for over five years, we have successfully delivered a range of programmes helping the most vulnerable.”  <b>Jenny Saunders, Chief Executive, National Energy Action</b></p> <p>2016/17 engagement – P4,5</p> <p>Our Culture and Capability – P8, 16</p> <p>Key outcomes table – P6,7</p> <p>Engage, measure, improve – P10  <b>Satisfaction survey results, Feb 2017</b>  81% of stakeholders are satisfied with their relationship with NGN.</p> <p>Accreditation and independent evaluation – p10  “NGN is able to demonstrate good practice in engagement in a number of areas. The company has a strong culture of collaboration and listening to and responding to key stakeholders, in particular customers but including other stakeholder groups.”  <b>SGS AA1000SES Audit Management Report, March 2017</b></p> <p>Part 2 provides a number of case studies highlighting how we have acted on input/feedback from stakeholders</p>	<p>We routinely co-deliver projects and share resources with partners, allowing us to achieve more for our customers.</p> <p>Stakeholder panel ideas highlights what our stakeholders have told us and how we have acted on this input. For example, NGN led the other GDNs to develop a new way of reporting network costs to customers.</p> <p>Tailored engagement for example, depot days resulted in 11 solutions to reduce the impact of our works and improve customer experience.</p> <p>Agile teams set up for example, in relation to smart metering as a result of industry and customer feedback, leading to improvements to help minimise customer impact.</p> <p>We have summarised over 150 outcomes from our engagement in 2016/17 within our submission. Both parts detail key examples of this, alongside their impact for our customers and stakeholders. Our stakeholder feedback has driven outcomes from the front-line to the board, including:</p> <ul style="list-style-type: none"> <li>-Changes to strategic direction (Energy Futures)</li> <li>-Rolling out of new approaches (Community Promises Fund)</li> <li>-Changes to day to day operations (Considerate Constructors Scheme)</li> </ul> <p>Part 2 case study examples – Using digital technology to save money and improve service delivery, driving best practice on every site, supporting customers through loss of gas supply incidents, expanding our fuel poor partnership, making the case for hydrogen.</p>
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