

STAKEHOLDER ENGAGEMENT INCENTIVE SCHEME 2017



Making a positive difference
for energy consumers

PART 1 SUBMISSION ENTRY FORM

COMPANY DETAILS

Company: National Grid
Licensee(s): Gas Transmission

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MINIMUM REQUIREMENTS

Please provide supporting evidence and high level overview of how your company has met the Minimum Requirements set out below:

Evidence referred to 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 comprehensive and up-to-date stakeholder engagement strategy, which sets out:</p> <ul style="list-style-type: none"> - How the network company keeps stakeholders informed about relevant issues, business activities, decision making and other developments; - How the network company enables timely input and feedback from stakeholders via appropriate mechanisms to inform decision making. 	<p>UK Transmission Customer and Stakeholder Engagement Strategy 2017</p> <p>Independent health check (Feb 17) – AA1000SES (summary report)</p> <p>Independent Satisfaction Survey (2016/17)</p> <p>Governance framework</p>	<p>We have continued to embed our Stakeholder Engagement Strategy across the Transmission business based on the AA1000SES standard. This provides a clear, step-by-step method for engagement covering: Think Ahead, Analyse & Plan, Capabilities, Design & Engage and Act, Review & Report. (Part 1 page 2).</p> <p>With specific regard to 'how the network company keeps stakeholders informed about relevant issues, business activities, decision making and other developments' and 'How the network company enables timely input and feedback from stakeholders via appropriate mechanisms to inform decision making' please refer to pages 7 - 10 of the strategy which outlines the steps of AA1000 including, for example:</p> <ul style="list-style-type: none"> - Be inclusive with our stakeholders and make it as easy as possible for them to engage with us (Engagement will be inclusive. No-one will be excluded due to a particular barrier, including lack of knowledge) - Brief stakeholders so they are appropriately informed in advance (All stakeholders can equally take part in the process from a position of knowledge) - Report on our stakeholder engagement (Stakeholders are aware of our range of engagement activities so have greater opportunities to take part, provide feedback and understand how we are acting on what they tell us) <p>We keep stakeholders informed via a number of methods to allow people to get updates in a way that suits them. This includes but isn't limited to: Talking Networks website, Connecting (our online magazine), social media, calendars, letters, mail drops, reports, conferences and publications.</p> <p>In February, we instructed AccountAbility to conduct an independent health check of our engagement against the AA1000SES standard. They reported strong integration of stakeholder engagement into our governance, strategy and operational management. They also noted a robust and credible foundation on how we have broadened the reach of effective stakeholder engagement practices, supported by practical training and implementation materials. We scored 69% on their maturity index, an increase of 8% from 2015/16 (Part 1 page 2).</p> <p>One method we use to collect feedback is our satisfaction surveys, carried out by an independent third party. We tailor each questionnaire to the service the stakeholder is being asked about and have moved to trigger based surveying to ensure they are more relevant and timely for us and our stakeholders.</p> <p>We have refreshed our governance framework this year to embed stakeholder feedback into every layer of our business. From operational hubs, through to board meetings, each has a dedicated stakeholder agenda item to ensure issues and outcomes are discussed and acted upon.</p>
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<p>A broad and inclusive range of relevant stakeholders have been engaged.</p>	<p>Stakeholder segmentation and groups</p> <p>Stakeholder mapping tool</p> <p>Stakeholder Advisory Panel (SAP)</p> <p>Our engagement over the last 12 months table</p> <p>Case studies – Part 2</p>	<p>We spend time understanding our stakeholders' concerns, needs and wants as well as how they like to be engaged. By undertaking an initial review using our stakeholder groupings (Part 1 page 5) of who might affect or be affected by an activity, we create a high level understanding of which stakeholders to engage with and how they generally like to engage. We then build on this by mapping and prioritising each stakeholder against their level of interest and influence during the 'Design the process and engage' stage to develop a targeted and tailored engagement plan. (Part 1 page 7)</p> <p>We continually review our stakeholder groups to make sure they remain current.</p> <p>Our SAP is made up of senior representatives from a broad range of stakeholders, providing us with honest feedback on our approach and challenging us to continually improve how we deliver for our stakeholders.</p> <p>Examples of our stakeholder engagement during the last 12 months, including the type of engagement and the outcomes (Part 1 page 8 & 9)</p> <p>Part 2 includes a summary of all stakeholder groups we've engaged with against each priority. For example, to further improve our performance on Safety we've engaged with landowners, land agents, farmers, customers, emergency services, regulators, local councils, local communities, operators, networks, supply chain and contractors. (Part 2 page 13)</p> <p>To understand stakeholders' views on the future of energy and the barriers they're facing we engaged with over 40 different stakeholders from a breadth of energy and none energy related industries. (Part 2 page 17)</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>UK Transmission Customer and Stakeholder Engagement Strategy</p> <p>Independent Health check - AA1000SES</p> <p>Our engagement over the last 12 months table</p> <p>Stakeholder websites: Talking Networks and Connecting</p> <p>Part 2 case studies</p>	<p>Tailoring our approach by using the right engagement mechanisms for the desired outcome and stakeholder group, gives us rich, detailed feedback that we can act upon. By targeting different stakeholders within an organisation we get different perspectives, giving us a more rounded view on where and what we need to improve.</p> <p>The external assessment completed by AccountAbility reported that scoping engagements, mapping stakeholders, deciding on who should be part of an engagement and what will be discussed is considered one of our core strengths.</p> <p>Our engagement table shows the extensive mechanisms we have used during the last 12 months to tailor our engagement for different stakeholder groups. (Part 1 pages 8 and 9)</p> <p>We use both our dedicated stakeholder website, Talking Networks and Connecting (our online magazine) to share news and encourage industry debate as well as project specific microsites: CLoCC, Future of Gas and GRAID.</p> <p>Part 2 provides examples of informing and engaging with stakeholders through different mechanisms.</p> <p>For example, we use a variety of different methods to engage with our landowners from letters to surveys, from focus groups to online magazines. This approach recognizes that whilst they are all landowners, each one will want to engage in a different way. (Part 2 page 13)</p> <p>We're working with stakeholders to develop an additional method of engagement using Artificial Intelligence. To gain insight into what stakeholders want from this new tool, we're engaging via focus groups, 1-1's, online discussions, calls and satisfaction surveys. This feedback has been fed directly into the tool's requirements. (Part 2 page 20)</p>
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<p>The network company can demonstrate it is acting on input / feedback from stakeholders.</p>	<p>UK Transmission Customer and Stakeholder Engagement Strategy</p> <p>Refreshed governance framework</p> <p>Independent Health check - AA1000SES</p> <p>Independent Satisfaction Survey (2016/17)</p> <p>Stakeholder Advisory Panel</p> <p>Part 2 Case Studies</p>	<p>Our evolving strategy, based on AA1000SES, is built around reviewing our performance and acting on feedback.</p> <p>We've developed toolkits to support our teams in turning insight into action, starting with closing the loop with the stakeholder that gave us the feedback. We clarify understanding and discuss how we will act on their feedback. (Part 1 page 10)</p> <p>To allow tracking and escalation of issues where necessary, we've refreshed our governance framework. This allows our teams and leadership team to monitor and report on stakeholder feedback at every layer of the organization.</p> <p>Our independent health check against AA1000SES has concluded that we have made a 6% improvement in the area of Act, review and report.</p> <p>We use satisfaction surveys to bring feedback into our business. In addition to the satisfaction question, we ask questions relevant to the interaction the stakeholder is being asked about. This makes sure the survey and feedback received is relevant and actionable. Following each survey, we hold action planning workshops with members from across the entire process to understand and act on the feedback. We then close the loop with stakeholders.</p> <p>Our Stakeholder Advisory Panel have again provided us with rich feedback which supports our engagement, helping us to shape our approach on a variety of topics, including the Future of Gas programme and the Customer and Stakeholder transformation plan. The Panel's early input has helped us develop strategies and actions plans tailored to our stakeholders needs.</p> <p>Numerous examples of how we have acted on stakeholder feedback in 2016/17 can be found in Part 2. These are summarised on page 12.</p>
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