


Please complete the following Entry Form alongside your Part 1 Submission.

STAKEHOLDER ENGAGEMENT INCENTIVE SCHEME 2017	
<div><p>Making a positive difference for energy consumers</p></div> <div>PART 1 SUBMISSION ENTRY FORM</div>	
COMPANY DETAILS: (please complete)	CONTACT DETAILS: (please complete)
Company: National Grid Licensee(s): Electricity Transmission Address: Warwick Technology Park Gallows Hill Warwick CV34 6DA	Name: Hedd Roberts Title: Head of Customer & Commercial, Electricity Transmission Owner Email: Hedd.Roberts@nationalgrid.com

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</p> <p>Accountability independent audit – AA1000SES (summary report)</p> <p>Independent Stakeholder Survey (2016/17)</p> <p>Stakeholder Audit insights for TO</p>	<p>Up to date stakeholder engagement strategy provided, please also see page 3 of our submission.</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 customer and stakeholder engagement 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>This year we have embedded the positive practices (based on our strategy) further within our business. Our refreshed engagement strategy therefore remains centred around the AA1000SES principles with the aim of:</p> <ul style="list-style-type: none"> - Creating a consistent approach to engagement across Transmission; - Focusing on the outcomes of our engagement so we are delivering what our stakeholders (and we) need from it; - Making sure the benefits of our engagement are clear, measurable and deliver value to consumers - Incorporating outcomes of engagement into business decisions and clearly communicating how we have made decisions; and - Making sure we commit to continually improving how we engage <p>A further change to our overall strategy for 2017 has been to create more alignment between the engagement we do and our stakeholders’ priorities (see page 4 of our submission). Once we knew what our stakeholders wanted us to prioritise, we formed our key business focus areas: perform; and compete and grow. These three distinct areas of focus mean we can make sure our engagement activities meet our stakeholders’ priority areas. Part two of this submission provides examples of how we have done this.</p> <p>We have made efforts across the whole of our business to focus more on our customers and stakeholders and to make them a greater part of our decision-making processes. This has been endorsed and driven by our senior leadership team from our CEO downwards and incorporated in our new business vision (see page 4 of our submission) which is much more closely linked to our stakeholders and our role as a company. This makes customers and stakeholders a bigger focus within our business than they have ever been before.</p> <p>The independent audit carried out by Accountability has reported an “enhanced Customer & Stakeholder Engagement strategy aligned more closely to the organisation’s overall strategy and customer and stakeholder engagement vision and commitment”</p>
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<p>A broad and inclusive range of relevant stakeholders have been engaged.</p>	<p>Stakeholder segmentation and groups Part 1 - page 5</p> <p>Our stakeholder mapping tool Part 1 - page 7</p> <p>Stakeholder Engagement Table: Part 1 – page 8</p> <p>Case studies Part 2</p> <p>Electricity Transmission Performance Publication 2015/16</p> <p>Stakeholder Advisory Panel annual report</p>	<p>To give you an idea of whom we engage with, at a high level, our main stakeholder groups are shown on page 5, in our submission.</p> <p>We revisit this list regularly so we can make sure it remains wholly representative of who our stakeholders are. This means that everyone with an interest in what we do has an opportunity to work with us and shape our plans.</p> <p>The table on page 8 of our submission shows how over the last 12 months we have continued to engage with a broad range of stakeholders across various projects and topic areas. It provides examples of this engagement, demonstrating the breadth of our engagement this year and the broad range of stakeholders engaged with.</p> <p>We have developed and published a report for our stakeholders producing a summary of our financial performance. This specialist publication is shared with all stakeholders using email, social media and member associations to invite feedback to continually improve.</p> <p>We are committed to increasing our range of relevant stakeholders to ensure inclusivity. By using different methods of engagement we are able to broaden our reach. For example in our North Wales consultation (see part 2 page 13 of our submission) we successfully broadened the demographic reach compared with previous consultations.</p> <p>Our Stakeholder Advisory Panel includes a range of stakeholders supporting our commitment to ensure that we are inclusive.</p> <p>Part 2 includes case studies of our engagement across a broad range of stakeholders.</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>Accountability independent audit - AA1000SES</p> <p>Stakeholder websites: Talking Networks and Connecting</p> <p>North Wales and North West Coast Connections project websites & Twitter feeds</p> <p>Stakeholder Engagement Table Part 1 pages 7 and 8</p> <p>Part 2 case studies</p>	<p>Due to the nature of our areas of engagement and the position we hold in the industry, it's important that we not only engage with a wide range of stakeholders, but that we do it in a way that best works for them and which meets their needs. We do this on a topic-by-topic basis because considering how to best engage stakeholders is dependent on the topic of engagement and their level of knowledge and interest. So, our engagement plans start by identifying who needs to be engaged with and what their personal level of knowledge and interest is. We plot this on a matrix, which provides us with stakeholder profiles for engagement to be planned against. Some examples of how we tailor our engagement can be found in the table on page 7 of our submission.</p> <p>We continue to use our traditional engagement methods of workshops, seminars, publications, consultations and meetings whilst adopting new approaches such as vehicle events, immersion sessions and dragons dens. We use both our dedicated stakeholder website, Talking Networks and our Connecting Website to share news and encourage industry debate.</p> <p>As part of our major project consultations we have targeted online engagement, to help broaden our reach of stakeholders, by setting up independent microsites which provide one place to access all information and updates including our latest news, our proposals, work so far, Q&As, documents, images and films and a place for stakeholders to have their say. In addition we use social media as a way to keep stakeholders updated. Further examples of diversifying engagement can be found in our submission on page 7.</p> <p>Part 2 of our submission also provides examples of informing and engaging with stakeholders through different mechanisms.</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 again considered a core strength of National Grid. The organisation presents a good range of levels and methods of engagement mostly tailored to the stakeholder and the aim of the engagement"</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>Accountability independent audit - AA1000SES</p> <p>Independent Stakeholder Survey (2016/17)</p> <p>Act, Review, Report - Part 1, page 9</p> <p>Part 2 Case Studies</p> <p>North Wales Connections project website (interactive map)</p> <p>Stakeholder Advisory Panel annual report</p>	<p>Feedback from stakeholders helps us establish if we are delivering what our stakeholders need, and to the standard they expect. It also informs our future strategy so we can make better business decisions. This year we have broadened our processes for gaining insights from our stakeholders, including the introduction of immersion events, the Net Promoter System, monthly director meetings with key stakeholders, and improvements to our Stakeholder Advisory Panel and satisfaction survey (see page 9 of our submission).</p> <p>Having processes in place to bring feedback from stakeholders into the business is just one part of the equation; we recognise the importance of then acting on the feedback we receive. We've listed just a few examples of how we have acted on such feedback at the bottom of page 9, in our submission.</p> <p>Part two of our submission provides examples of how we have acted on feedback. For example for our North West Coast connections project after listening to the views of our stakeholders, we changed our plans, which now propose putting 23km of the route – the whole of the Lake District National Park – underground, instead of the originally proposed 2km.</p> <p>As a further example - a project website for our North Wales connection provides an interactive map which shows the type of stakeholder feedback we've received about specific points of the route and our response to this.</p> <p>Last year we outlined our planned change of approach for our Stakeholder Advisory Panel. Our aim was to maximise their input and how they shape our business decisions so that the panel can influence our approach to engagement right from the outset. This approach also provides us with more rigour, helping make sure we are delivering what our stakeholders want. As a result of this change, over the last year the panel helped shape and influence our business and business practices, resulting in 28 actions and 19 business outcomes. One example of how this has worked relates to discussions on Extending Competition in Electricity Transmission. Dialogue with the panel proved to be very valuable - the panel's support for an Early Tendering Model and their insights into it, led us to encourage Ofgem to set up an Early Model Working Group.</p> <p>One of the founding principles for AA1000SES, the standard we are aligned to, is acting on feedback. The independent audit has concluded that "the organisation demonstrates solid practices to monitor and evaluate individual engagements, as well as embedding learnings and striving for continuous improvement. These have also improved and been further developed over the last 12 months"</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>
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