Engagement Log: Connections & Customer Services
NGET A8.01 Engagement Log
December 2019

As a part of the NGET Business Plan Submission

nationalgrid

ENGAGEMENT LOG

Priority: I want you to make it easy to connect and use the network

Topics: Connections & Customer Services

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CONTENTS

EXECUTIVE SUMMARY

The stakeholder priority**, *I want you to make it easy to connect to and use the network,*** comprises the following main areas:

1. We will ***invest*** in our network to facilitate connecting our customers,
2. We will make ***connecting*** to our network as straightforward as possible.
3. Once connected, we will do everything we can to coordinate asset interventions to ***minimise*** the impact on customers and costs.
4. We will invest in our ***people*** and **systems** to provide an end-to-end customer experience.

National Grid's strategy against a rapidly changing external landscape is built on the need to become a much more customer-centric business, reflected in our Group Vision of '**exceeding the expectations of our customers**'.

Having a customer-centric operation across our entire business will ensure daily decisions always include the customer's perspective. It will keep our stakeholders heard, understood and informed, so they can continue to influence our customer principles of care, agility, transparency, trust and value.

The aim of our engagement is to understand what our current and future customers want from us.

The key outcomes we are aiming to achieve from this engagement are to:

- Obtain a wide range of perspectives across all types of our existing and future customer
- Understand Customers' needs for these topics which can be turned into options or a proposal upon which we engage and agree a preference.

The success of this engagement will be measured by the following criteria:

- Positive validation of stakeholder views during playback sessions
- Stakeholder Group and Ofgem positively endorse approach taken to engagement and acknowledge questions asked and approach taken to respond
- Clear alignment of these topics into the Electricity Transmission Business plan submission
- The AA10000 stakeholder engagement standard.

The existing insights utilised, to plan our engagement, cover varying sources ranging from the Listen Workshops to the Clear Research. These insights were assessed by Truth to evaluate the quality of the engagement and identify gaps in landscape coverage.

We also took the opportunity to playback the engagement outcomes heard from stakeholders in a consultation document that NGET published in February 2019, outcomes can be seen in Appendix Section 6.3, the purpose of this document was to sense check that NGET has heard the direction of what our stakeholders want for the relevant priority and gave the opportunity for stakeholders to have they say on whether they agree or not with the outcomes that have been captured.

Our plans must be shaped by our licence obligations – the rules that we must follow to connect customers to the network. We have engaged based on this framework and these have been described in table 1.0 on page 27.

A summary of our engagement activities and outcomes is provided in table 2.0 on page 28, alongside with what trade-offs have been made and how stakeholders have influenced the plan.

The table below outlines how what stakeholders are telling us links to the proposals we are making and the consumer benefits.

What stakeholders are telling us	Proposal	Output type	Consumer benefit
You want us to make it easy to connect to the network	We will invest in the network to connect 15.3GW of new generation, storage and interconnector for customers under the common energy scenario.	**LO** to connect MW of new generation **Bespoke ODI-** Accelerating low carbon connections	Help lower wholesale electricity costs and reduce carbon emissions.
	We will invest in the network to connect demand customers when they request connections by installing [redacted] super grid transformers (SGTs) under the common energy scenario.	**LO** to install SGTs	To connect large consumers quickly and efficiently.
	We will invest in our systems, people and products to delivery our CX strategy.	**Common ODI** – Quality of connections survey	Improving our customers' experience and meeting their needs, will benefit the consumer.
You want us to make it easy to use the network	We will make step changes to improve the system access experience for our customers so that they have more warning of network outages and changes to them.	**Bespoke ODI-** Outage management	Improving our customers' experience and meeting their needs, will benefit the consumer.
You want our charges to be stable and predictable	We will contribute to improving the stability and predictability of our charges.	**Commitment** to work to improve the regulatory framework to improve the stability and predictability of our charges.	

We took the opportunity to get Frontier Economics to carry out an assessment on our engagement and how the outcomes of our engagement align to our proposals. Frontier Economics highlighted that there were very limited evidence customers wanted to directly contract with the TO, we have responded by removing the commitment from our business plan.

Considerable challenge and review have been undertaken by the Independent Stakeholder User Group on this priority. A key challenge was around how we could provide more certainty on connection dates for customers and take on more risk. As a result, we have proposed a bespoke incentive to accelerate connections.

As a result of enhanced engagement process for this priority, customers have helped shaped the business plan and more importantly will be getting wants important to them.

1.PRE-ENGAGEMENT

1.1 What is the topic and why is it being engaged on?

The stakeholder priority**, *I want you to make it easy to connect to and use the network,*** comprises the following main areas:

5. We will ***invest*** in our network to facilitate connecting our customers,
6. We will make ***connecting*** to our network as straightforward as possible.
7. Once connected, we will do everything we can to coordinate asset interventions to ***minimise*** the impact on customers and costs.
8. We will invest in our ***people*** and **systems** to provide an end-to-end customer experience.

The key investments/activities that we propose to carry out during the T2 period are driven by our ***legal/licence*** obligations and the ***needs*** of our current and future customers. By delivering these activities we will:

1. enable the decarbonisation of the electricity system and help lower wholesale electricity costs, which will benefit society.
2. exceed your expectations by ensuring: our teams are here for you; we are delivering you a seamless customer experience; our technology facilitates your needs; and our performance is driven by your needs.

National Grid's strategy against a rapidly changing external landscape is built on the need to become a much more customer-centric business, reflected in our Group Vision of '**exceeding the expectations of our customers**'.

Having a customer-centric operation across our entire business will ensure daily decisions always include the customer's perspective. It will keep our stakeholders heard, understood and informed, so they can continue to influence our customer principles of care, agility, transparency, trust and value, as illustrated in Figure 1.

Figure 1 – Our Customer Principles

We have learnt through feedback from both customers and other stakeholders that these principles are important to them and that we need to move to action to improve how we deliver on them. As the Electricity Transmission business goes through the process of separating from the Electricity System Operator, our ambition is that acting on these principles will enable us to become the ***Trusted Energy Partner*** for our customers. To accomplish this ambition, we need to be a truly customer-focused, competitive business that has its own presence and can stand-alone from the Electricity System Operator.

For connections - many of our customers are seeking to connect to the transmission network more quickly, predictably and easily, particularly as the pace of change in our industry quickens and new companies join the sector. To enable this transformation, we are improving how we prepare connection offers as part of enhancing customers' end-to-end experience from pre-application through to completion and final cost reconciliation.

For use of the network – System Access (Outages) -In order to carry out our work safely, to replace and repair ageing infrastructure assets, and complete new connections, there are parts of our network which need to be temporarily taken out of service. These are known as outages.

The planning of an outage often starts years ahead of the work going ahead, with long term investment planning. This plan is refined in short term to ensure outages are scheduled and managed appropriately. We collaborate with NGESO to ensure that work can be completed on the system and that due consideration is given to the impact on consumers and network users, system security and constraint costs.

Key to delivery of this process is working with stakeholders, as part of the Whole System thinking approach, who may be impacted by assets being temporarily unavailable, such as generators and DNOs. This will ensure for an optimal system and cost outcomes.

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For investment required to connect users - Our investment in the network allows customers to connect; enabling the decarbonisation of the electricity system; and lowering wholesale electricity cost

Who are our customers and where do they sit in the 'Electricity Ecosystem?

Our customers, defined as those who pay us for services, are primarily comprised of generators, suppliers, distribution network operators, interconnectors and directly connected demand.

A visual way to understand where these customers sit within the electricity ecosystem that we operate within is illustrated in figure 2 below.

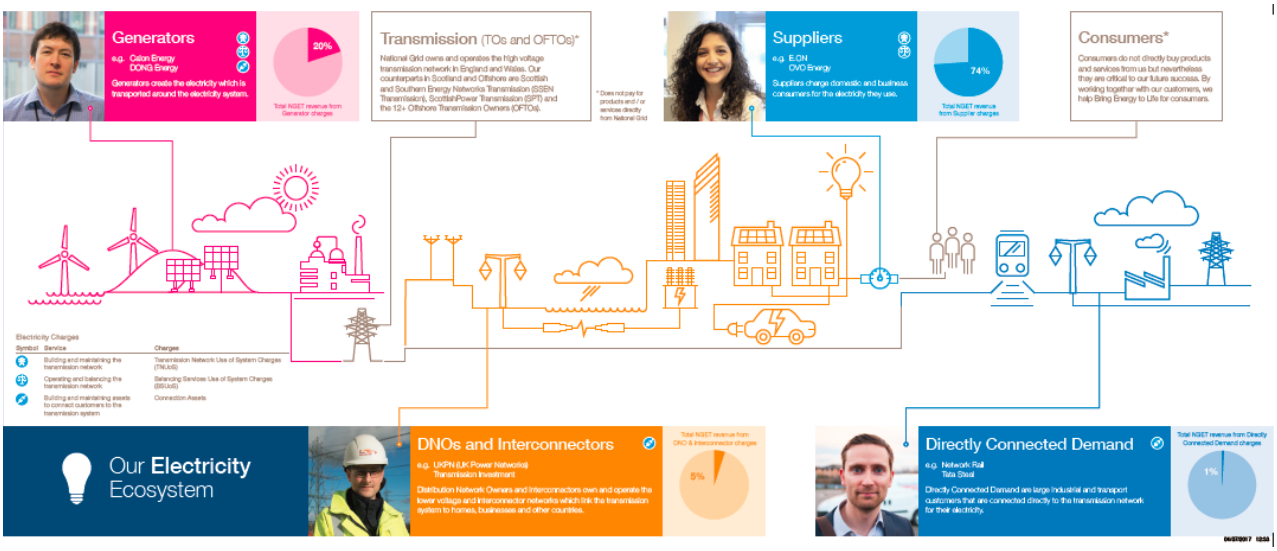


Figure 2 - Electricity Customer Eco-System

Why is it important that we transform our customers' experience?

The rapid changes in the energy industry, resulting from its decarbonisation, decentralisation and digitalisation is leading to significant changes in our customer base and the needs and expectations of these customers, compared to those we have served historically. We expect this trend to continue, and possibly accelerate, into the RIIO-T2 period; leading to a larger number of customers and more disparate requirements (e.g. the number of businesses registered in England & Wales for the purpose of production of electricity has increased from 275 in 2010 to 3,240 in 2017, equivalent to an annual increase of 28%[1]). Our **expanded customer base** is likely to be **less knowledgeable** on the industry and have **higher expectations**. Our processes and the regulatory framework must adapt to serve our customers in a more proactive and tailored fashion.

As a consequence of the external environment our customer base is also changing - we are seeing more small generators, storage providers and interconnectors; their needs and expectations are rapidly increasing in terms of the ease of interaction they expect to have with us. We expect this trend to continue, and possibly accelerate, into the T2 period; leading to a larger number of customers with more disparate requirements. Last year, we had a surge in the number of applications to connect. Of 201 applications in 2018, 99 were new applications, compared to 20 in 2017. Most of these were smaller generators, new to the sector and with less knowledge of the electricity transmission system.

[1] *ONS statistics on UK Business Counts, downloaded from NOMIS for businesses with Standard Industrial Classification (SIC) code 3511.*

The last few years of T1 and then T2 are a critical time for how we are perceived by customers because legal separation means that for the first time, we must pick up more of the customer-facing role that has been traditionally held by the ESO. For us to be able to do this, we need to change the way we work as the Electricity Transmission so that we can deliver outputs that meet changing customer needs and deliver efficiently for consumers.

Customer feedback from the electricity connections journey work, NPS surveys and follow-up meetings, CSAT/SSAT survey, and complaints data is showing where we have been falling short of expectations and what customers' value from us. Figure 3, below, shows how this feedback has resulted in the five Customer Principles, introduced above in figure 1.

Figure 3- Customer feedback translated into our five Customer Principles

How are changes in our customer base influencing our plans?

Given the changes outlined above, we are considering how we best set up our business for the RIIO-T2 period with the aim to meet and exceed customer expectations. The level of Account Management personnel vs. enhanced digital interfaces that we think will be necessary to serve customers effectively will have an impact on the operational costs of running the business, which will be reflected in our business plans.

This topic is deemed to have **high materiality** and **high ease of engagement**. The prioritisation matrix can be found in Appendix 5.2.

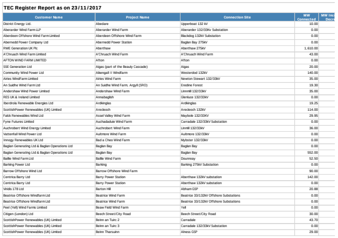
1.2 What existing insight has been utilised?

Investment to connect new users

BAU engagement

Our regular conversations with customers at a working level and through our top-down NPS process provides a considerable level of insight on the status of projects planned and in development that we use to inform decisions.

System Operator

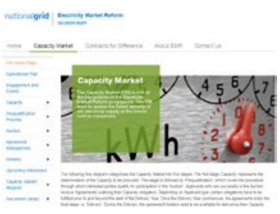


ESO TEC Register

A complete log of all transmission contracted generation by location, type, capacity, connection date and status

LINK TO DOCUMENT

System Operator



EMR Delivery Body website

Results of capacity mechanism and contract for difference (CfD) auctions – a major indicator of project viability

LINK TO SITE

These topics have a considerable amount of existing insight. The following sources are available:

0. Listen workshop and online consultation (not currently listed in Truth evaluation)
1. Customer Satisfaction
2. Connection Journey work
3. Outage Design Project July 2018
4. Complaints
5. Connections digital presence
6. Managing Profitability Journey
7. Predictability of charging
8. Clear Research

Truth have been reviewing these materials as part of their assessment of engagement to date and identification of any gaps in insight. Below is a summary of Truth's review.

SUMMARY OF TRUTH REVIEW: MATERIALS AND ENGAGEMENT EVALUATION

Based on the materials provided by National Grid, the following breakdown shows each engagement area (source of existing insight) for the purposes of this analysis. Please note:

- Any content captured during 2017 or 2018 is deemed recent enough for analysis purposes
- Evidence analysis indicates whether we can reasonably link a reported insight to evidence captured through stakeholder engagement
- Design and execution explores how the engagement or piece of research was designed, executed and analysed
- Depth and substance is an indicator of how useful the content is for the purposes of stakeholder feedback/ information

The table, below, shows a summary of the assessment. This summary table is followed by more detailed assessments for each of the 8 sources of existing insight reviewed.

SUMMARY OUTCOME: the quality of these engagements is generally satisfactory with all strands contributing well. Some gaps exist but they do not on their own invalidate what these engagements have shown.

	Recency	Evidenced	Design and execution	Depth and substance
Listen report	■	■	■	◢
○ 1a. SATs feedback 2017_8_GDPR	■	■	■	◢
○ ECON Customer Insights_Part1and2_Combined AUG (journey work by Engine)	■	■	■	■
○ Outages design project July 2018	■	■	■	■
○ Complaints	■	■	■	NA
○ Connections digital presence	■	■	■	■
○ Managing profitability Journey analysis/ design	■	■	■	■
○ Predictability of charging/ roundtables (London)	■	■	■	◢
○ 13c. National Grid ET Presentation and objective setting (Clear)	■	■	■	■

NB multiple documents e.g. questionnaires, raw data files, PPT presentations, reports, summaries, emails have been analysed for all of these engagements

Key for recency, evidence, design & execution:

- ■ Satisfactory
- ■ Opportunity for improvement
- ■ Disqualifying criterion e.g. too old or no evidence provided

Key for depth and substance:

In addition to the colour coding, this column also indicates the following:

- ■ Engagement focuses largely or wholly on the chapter topic
- ◢ Engagement only partially addresses the chapter topic. Does not denote inherent quality – this is shown in the colour coded indictors (RAG)

Detail of TRUTH assessment by source of insight

The following assessment has been undertaken by TRUTH, to review existing stakeholder engagement/participation and evaluates quality of engagement to identify gaps in landscape coverage.

During RIIO-T2 the energy industry will change rapidly. The implications for this priority are extensive as more customers will connect to the Transmission network with different levels of knowledge and different expectations of the experience National Grid delivers. Now more than ever, National Grid must understand the differences in need between stakeholders who are customers today as well as those who will be the new connection.

Stakeholder participation

Based on the usable engagement activity we have, the following shows levels of stakeholder engagement to date. Some or all of the potential gaps may be addressed via BAU activity.

Please use this key for the tables that follow assessment undertaken by TRUTH:

- ■ Satisfactory/ fit for purpose
- ■ Boost or update required
- ■ Significant engagement gap

1 - Customer Satisfaction

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	No. of Customers	Gap analysis	Notes
HIGH	HIGH	Small/ new customers	8	■	
HIGH	HIGH	Large customers	3	■	
HIGH	HIGH	Network companies	5	■	
HIGH	HIGH	New business models		■	
		Anonymous	3+		

These represent helpful coverage, but scale is limited.

2 Connection Journey work (Engine)

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	Scale	Gap analysis	Notes
HIGH	HIGH	Small/ new customers	6	■	
HIGH	HIGH	Large customers			
HIGH	HIGH	Network companies		■	
HIGH	HIGH	New business models			

These represent satisfactory coverage. Scale is limited but we would expect this within the realms of design research such as this.

3 - Outages design project July 2018

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	No. of Customers	Gap analysis	Notes
HIGH	HIGH	Small/ new customers			
HIGH	HIGH	Large customers			
HIGH	HIGH	Network companies	7	■	
HIGH	HIGH	New business models			

This is boosted by 13 responses from customer satisfaction scores and verbatim across a range of stakeholder types. National Grid prioritise this engagement with Network Companies (DNOs) as the customer satisfaction data suggested that these was the group that has most impacted.

4 - Complaints analysis (internal)

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	No. of Customers	Gap analysis	Notes
HIGH	HIGH	Small/ new customers		NA	
HIGH	HIGH	Large customers	1	NA	
HIGH	HIGH	Network companies	1	NA	
HIGH	HIGH	New business models		NA	

As complaint capture is essentially a passive methodology it is not appropriate to identify gaps in the stakeholder engagement. In any event, there is only one complaint associated with outages – all the remaining complaints about connections and ease of working are already captured in the Customer Satisfaction data.

5 - Connections digital presence

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	No. of Customers	Gap analysis	Notes
HIGH	HIGH	Small/ new customers			
HIGH	HIGH	Large customers			
HIGH	HIGH	Network companies	6	■	
HIGH	HIGH	New business models			

Website gap assessment of content, tools and resources available on DNO websites with analysis of customer service and support options.

6 - Managing Profitability Journey analysis/ design

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	No. of Customer	Gap analysis	Notes
HIGH	HIGH	Small/ new customers	1	■	
HIGH	HIGH	Large customers	5	■	
HIGH	HIGH	Network companies			
HIGH	HIGH	New business models			

7 - Predictability of charging – customer seminar - (London and Glasgow*)*

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	No. of stakeholders	Gap analysis	Notes
HIGH	HIGH	Small/ new customers	56 in Scotland 58 in London		
HIGH	HIGH	Large customers			
HIGH	HIGH	Network companies			
HIGH	HIGH	New business models			
		Other			

These numbers represent individuals attending connections seminars in London and Glasgow on 3rd and 10th October 2018. These also included roundtable discussions. The numbers represented here show the number of participants to in session polls.

8 – Clear Research

NB these all qualify as small customers in this stakeholder group, but we have broken them out for more detail.

Impact on stakeholder	Interest of stakeholder	Target segments for engagement	Customer	Non-customer	Gap analysis	Notes
HIGH	HIGH	Generators	2 (small)	3 (small)	■	Limited scale
HIGH	HIGH	Battery	3	1	■	Limited scale
HIGH	HIGH	EV	2	1	■	Limited scale
HIGH	HIGH	Decarbonisation*		5	■	Limited scale

* This audience describes stakeholders whose needs cut across EV charging, small and self-generation and storage. There is not however more specificity on what these stakeholder types are

Within the context of Clear's research design, stakeholder coverage is satisfactory for the purposes of the project as it was undertaken i.e. an in-depth analysis of needs and drivers of choice. The quotas and sample design are as we would expect for a single in-depth piece of work such as this

1.3 what are the desired outcomes for this engagement?

The aim of our engagement is to understand what our current and future customers want from us:

Topic area		Desired outcome
3	Investment to connect users (local network)	Understand what range of future energy scenarios stakeholders think we should be planning against to ensure our business is ready to facilitate the transition and the likely level of investment required.

The key outcomes we are aiming to achieve from this engagement are to:

- Obtain a wide range of perspectives across all types of our existing and future customer
- Understand Customers' needs for these topics which can be turned into options or a proposal upon which we engage and agree a preference.

The success of this engagement will be measured by the following criteria:

- Positive validation of stakeholder views during playback sessions
- Stakeholder Group and Ofgem positively endorse approach taken to engagement and acknowledge questions asked and approach taken to respond
- Clear alignment of these topics into the Electricity Transmission Business plan submission

Successful engagement on these topics will be measured by:

1. The Independent Stakeholder Group guidelines expressed as the '18 engagement principles checklist (See Appendix 5.1 for details)
2. The AA10000 stakeholder engagement standard. In summary:
    - clearly defined scope
    - uses an agreed decision-making process
    - focus on issues material to the organisation and/or its stakeholders
    - creates opportunities for dialogue
    - is integral to organisational governance
    - is transparent
    - has a process appropriate to the stakeholders engaged
    - is timely
    - is flexible and responsive
    - adds value both for the organisation and its stakeholders

1.4 Our engagement approach

The approach chosen to engage with stakeholders is both topic and stakeholder specific. Stakeholder mapping across segments (see Appendix 5.4 for a full list) was undertaken to establish the approach, as illustrated in Figure 4.

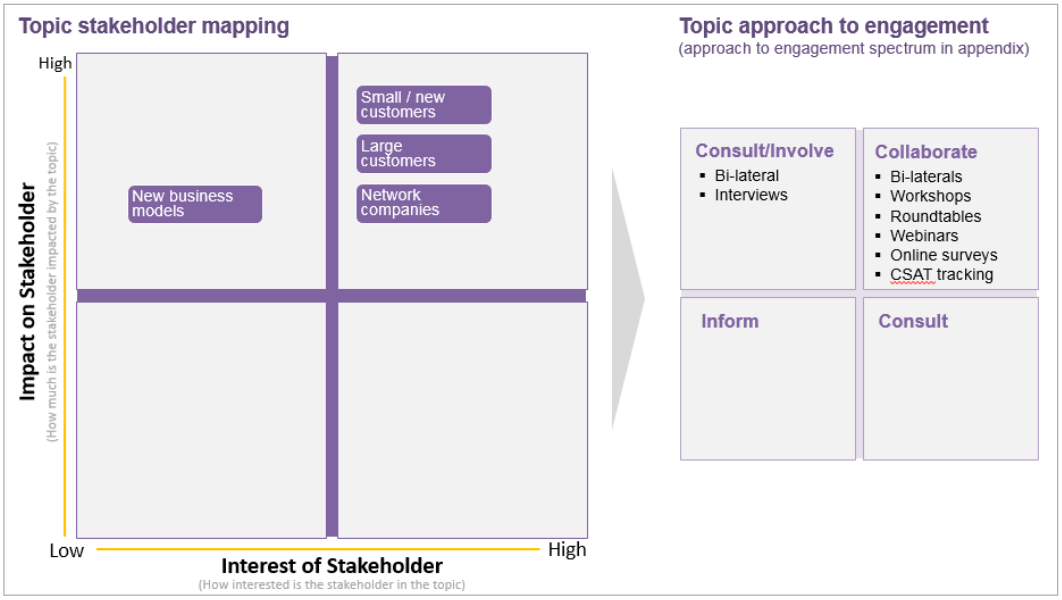


Figure 4 - Stakeholder mapping and engagement approach

The mapping of stakeholders based on their interest in the topic and how much they are impacted by it allows the tailoring of our engagement approach. The resulting 2 x 2 topic approach to engagement matrix sets out where on the spectrum of engagement the plan will aim and what channels will be used to achieve the aim (see Appendix 5.5 – setting out the goals of engagement and promise to stakeholders for each part of the spectrum).

For this stakeholder priority, the stakeholder segmentation is narrow, and we will only be engaging with Customers (existing and new). National Grid Electricity Transmission business interacts with customers on an ongoing basis and many existing sources of insight are available, as set out above.

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2.POST-ENGAGEMENT

2.1 What were the engagement outcomes and how has this influenced options?

Listed below is an assessment of the emerging themes from the engagement undertaken to date under the following areas: -

0. Listen Engagement Phase
1. Customer Satisfaction
2. Connections journey work (Engine)
3. Outage Design Project July 2018
4. Complaints
5. Connections digital presence
6. Managing Profitability Journey
7. Predictability of charging
8. Clear Research
9. Third party challenge and review
10. Qualitative Acceptability Testing

0 – Listen Engagement Phase

The report is based on principles of inclusivity, materiality and responsiveness. For the purposes of establishing priorities, these are important principles that have been used to apply if the outputs are to be used to inform to build plans with our stakeholders, customers and consumers by priority

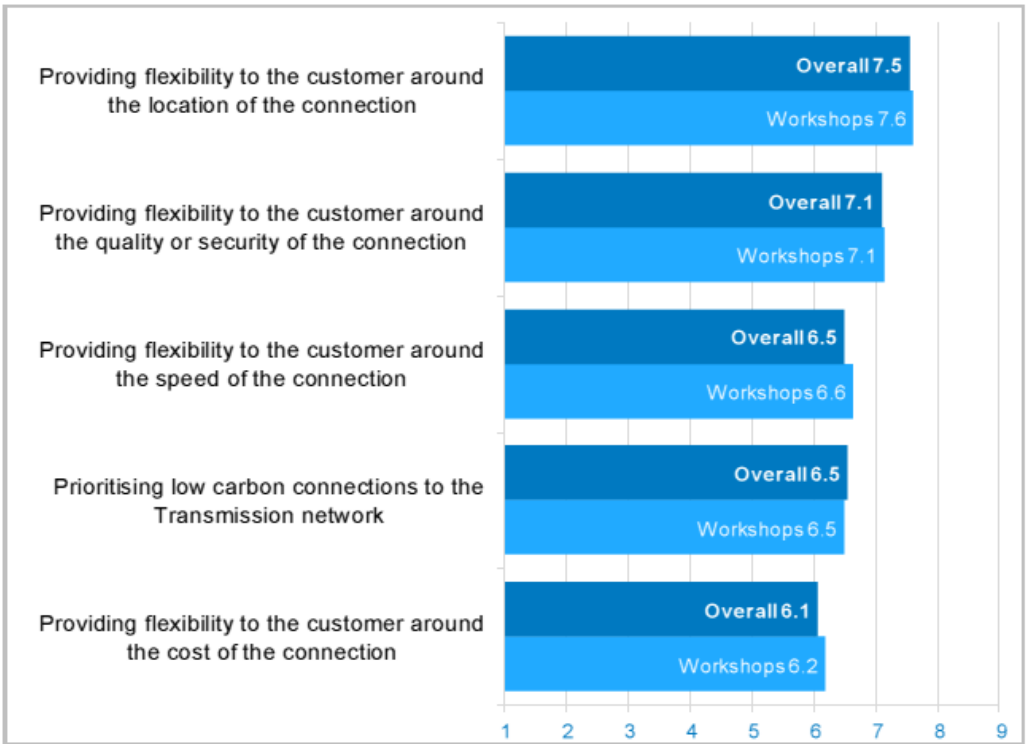
-
- The scale of the research (46 attendees from 33 organisations at the workshops and 670 responses to online consultations) sufficient breadth for the purposes of identifying priorities
- Approach – (i) open discussion through workshops to ii) inform the design of the follow-up online consultation is appropriate and necessary

0.1 – ***Listen report – engagement design and themes emerging feedback (combined)***

We shared material on the current connections process and asked stakeholders to provide their views on what, if any, changes they would like to see. There was some appetite for more flexibility around the location of potential connections, i.e. National Grid providing choices of location, which could then impact the speed, ease or cost of the connections process.

Generally there was less interest in this topic, although those stakeholders identifying themselves as consumer interest organisations placed a greater importance on the cost of connections. Whilst environmental organisations attached more importance to the prioritisation of low-carbon connections. Results are shown below.

Q: On a scale of 1-9, where 1 is not at all important and 9 is very important, how important to you is…? (Mean scores. Overall base size: 35)



Key emerging themes

"There are a lot of new entrants into the market and trying to unpick how to engage and how to work with National Grid can be a real problem, unless you've got people who have years of experience in the industry. If you're coming in fresh, then it's quite complicated."

- Several stakeholders commented that there needs to be more coordination between Transmission and Distribution networks and that a more holistic approach to connections is required – speculative investment in advance of need could potentially be justified if it provides this holistic approach.
- Greater flexibility would be welcomed on the part of networks and regulators, including National Grid suggesting the best / quickest places to connect (also requires flexibility on the part of generators)
- Time, cost and quality are all important – certainty around time provides more clarity to National Grid's customers' customers
- More could be made of the pre-application discussions, because these allow both parties to discuss options and agree details at the right point in the process
- Communication throughout the whole process is key (and sometimes currently lacking)

Link to Listen Report for the detailed summary.

1 – Customer Satisfaction

1.1 - CSat - engagement design

We have been using Customer & Stakeholder Satisfaction (CSAT/ SSAT) surveys from the start of the RIIO period by asking them the following question:

"On a scale of 1-10, with 1 being very dissatisfied and 10 being very satisfied, how satisfied are you with National Grid Transmission?"

Learning from our stakeholders' and customers' feedback we have been able to make improvements in our customer service that have been reflected in our customer satisfaction ratings having increased from 7.4 to 7.7 so far in the T1 period. Our stakeholder satisfaction survey score has also increased from 7.66 to 7.88.

The average score to the question translates to a financial reward/ penalty on a sliding scale equivalent to ± 1% of annual allowed revenue.

The survey then asks the customer why they have provided that score and what we could improve. Their feedback allows us to understand where we need to develop our service. We work with teams to identify key customer touch points throughout the year and survey at these points in time to ensure we're receiving timely, relevant feedback. The feedback is then provided back to the teams for them to work with their customers to improve their experience with us.

The purpose of this study is clear but the number of responses on fixed response questions is low (17). There is little that offers sufficient depth to be very useful beyond high level analysis. In addition, the high penetration of anonymous responses makes the data even less useful.

1.2 - CSat feedback – themes emerging

The numbers of fixed response scores are too low to provide reliable indicators of performance but the verbatim do offer some clues on our priorities – mostly rooted in addressing some basic account management and servicing issues.

Encouragingly, analysis of the verbatim echoes much of what is identified in the Clear research (albeit with an emphasis on improvements required to the current experience). It does not however go so far as to quantitatively validate those insights.

The themes that do appear are therefore familiar:

- Speed of response to requests and queries can be too slow
- Systems and procedures are designed for the benefit of National Grid rather than based on what customers desire
- Staffing and access to National Grid staff indicates under-resourcing (although this could be due to other reasons else e.g. a process failure or training need)

It appears that participants agree it is important that NG is easy to work with and transparent in its processes. Performance scores (the extent to which NG is always easy to work with/ transparent) are variable across the small base and cannot be used except at an individual participant level.

Some examples of richer and more illustrative responses are as follows:

"*It has improved a lot over the last year and that's a good question. We have a fast turnaround of applications, but it still fails in terms of process and exchange of information. It is still bureaucratic"*

"I have already made two comments - They provide no feedback between applications to offer regarding issues over documentation. There is no ongoing liaison and no communication in fact between point of application and the point of offer. There are issues when you make an application for a new connection.

Rather than a normal receipt of order National Grid insist that you have an order they have the money in their account which is not normal business practice and delays matters"

2 - Connection journey work (Engine)

2.1 - Connection journey work – engagement design

The nature of this journey design work is a specialist research discipline (often called design research) which does not seek to answer every possible question, but rather furnish the provider with sufficient richness to be able to answer all sorts of design challenges. Typically, it will:

1. Involve a small number of deep consultations with relevant stakeholders to identify areas of weakness. Typically, these are analysed to create 'customer personas' and 'opportunities for improvement'
2. These opportunity areas are used as stimulus for the internal development of new customer journeys and experiences
3. Once created, these designs are usually exposed to a follow-up round of validation with stakeholders to sense check the journey designs and finesse the ideas.

Designed specifically to focus on opportunity areas and personas to fuel the development of new customer journeys, the outputs from engagement are generally clear.

The discussion guide/approach for this engagement can be viewed by accessing document 03 from huddle; folder *National Grid- Stakeholder Group-SG-4-Electricity Connections folder.*

2.2 – Connection journey work – themes emerging

The following is a summary of the **key themes**/insights:

- **No clear signposting of what happens next:** Lack of end to end visibility of progress made to date and next key milestones
- **NG processes don't align with project needs:** Feels like multiple hand-offs and different parties within NG are involved, all have a slightly different view
- **There is a lack of clear and consistent communications:** Contact and updates are ad-hoc and inconsistent throughout the process
- **Ownership and accountability are not clearly understood from the outset:** There are no clear escalation points and expectations between parties are not clearly understood
- **Light-touch relationships:** There are limited opportunities and routes to enter into dialogue with NG

These themes echo strongly those secured by Clear (albeit for a different purpose) and the ongoing tracking studies. In our estimation, these outputs are sufficiently insightful to act as the platform for the internal workshops to develop new journey designs.
Another aspect of this work that is important is the use of rich, relevant and believable personas derived from research. These form the basis for much of the journey development process and are used extensively to answer all sorts of design challenges e.g. *would small independents actually read more information if we sent it to them?* It is usually sensible for organisations to standardise their personas and use them across the business to ensure consistency.
This project's three personas are built on the stakeholder groups consulted in the initial research.

The outputs from the workshops appear as we would expect from this kind of work with an ideal journey map denoting phases, criticality of phases (herein expressed through an emotional lens)

3 – Outages design project July 2018

3.1 Outages design project July 2018 – engagement design

The **Opportunity Spotting Workshop and interviews** generates a range of ideas to inform the design of the service and the experience customers have of it.

Interview were undertaken with the DNO on:

- 5/2/18 – Northern Powergrid
- 16/5/18 – Electricity North West
- 13/12/2017 – UK Power Network
- 26/6/18 – Western Power Distribution South
- 15/6/18 – Western Power Distribution North

Objectives:

- Generate a spread of ideas that meet the current and potential needs of different personas and the business.
- Provide the project team with enough thinking to help inform the design of the service.

Scope:

The scope is focused on the customer experience relating to system access, specifically for NGET instigated work. The ambition is to design and implement an improved outage experience that processes and system requirements shall be linked to.

The **themes emerging** from this study are therefore wholly based on the DNO feedback sessions (which are appropriate to this kind of engagement).

3.2 – Outages design project July 2018 – themes emerging

Five DNO pain points are reported as follows:

1. **DNOs don't trust NG's decisions**. National Grid doesn't sufficiently explain its change decisions making customers wonder if the reason is valid
   - DNO customers need more information during an incident than is on the report. The lack of information makes it difficult for DNOs to manage their customers -basic information about the problem and when it's expected to stabilise is a minimum.
   - Poor transparency and plan communication; customers don't believe a fault is a fault. There is an assumption that NG can always force a fault as a last resort to poor planning rather than a collaborative and transparent approach to planning.
   - Forced WSE faults cause safety risks. Stress levels are sky high when customer's engineers are forced to perform safety checks in shorter time scales and with less resource

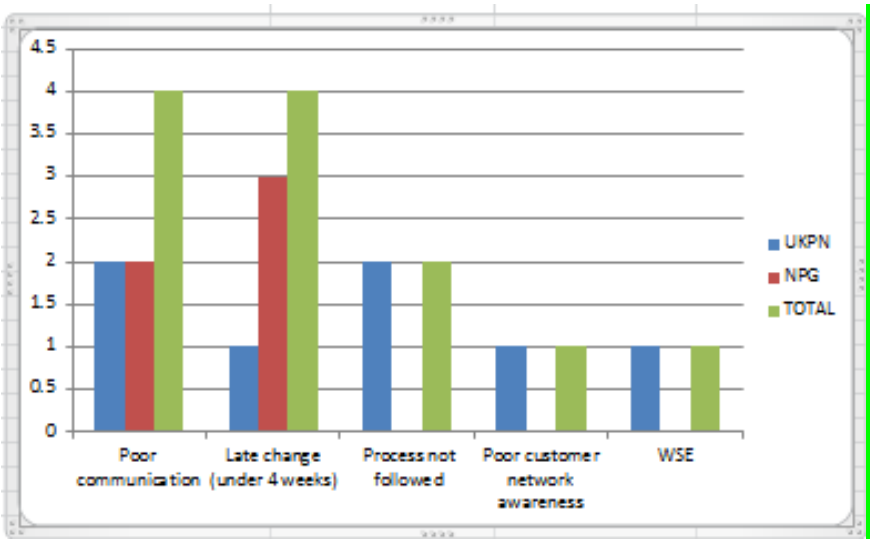
2. **DNO resource cannot support short notice changes**. National Grid don't have full appreciation of the risks and negative impact on a DNO in the case of a fault
   - Resource is too tight for changes at 2 weeks. This last year has seen the most churn and the knock-on effects of short notice change are felt by planners, field staff and control engineers.
   - DNOs are firefighting on our behalf. Some customers are continually firefighting activities to meet the demands of a constantly changing plan rather than objectives provided by their businesses.
   - NG are insulated from negative press. When a power outage happens in London it hits the press and the DNO reputation is damaged rather than any attention on NG.

3. **NG does not understand DNO network and requirements.** Even at a relatively small site the network below can be complex and have huge implications for DNO network operation if lost.
   - Assumptions are made about customer needs. Outage decisions have been made based on previous anecdotes rather than collaborative dialogue. DNO outage impacts need to be taken seriously.
   - Decision making black holes. Decisions and contingency plans are created without collaboration with DNOs which can create significant risk to their network
   - Poor NG network knowledge below high voltage. NG modelling ends at their network and teams have restructured so the DNO network knowledge has been lost

4. **Non-viable outage requests are made.** Poor quality outages are being passed through without sufficient assessment of viability
   - Substandard outage studies. Outages are booked before an assessment of viability on the NG network has been done.
   - Outages get knocked like dominoes. Outages get incrementally shifted once moved instead of a full and realistic re-plan of the works so every change is a complete re-study
   - Lack of full impact assessment. Outages are booked without highlighting to DNOs who is affected and without accurate busbar bookings

5. **Processes are not being followed.** Lack of process discipline means work on both sides needs to be delayed and more churn is expected
   - Vital documentation is missing or too late. Technical documentation is being sent through when there is no suitable expertise available to confirm sign-off, meaning work is cancelled or safety processes are curtailed to accommodate
   - Concern about a legal separation 'air-lock'. There is a fear that a further layer of bureaucracy will water down the communications even more
   - Field staff are filling in the gaps. The team in the field often tell us what is happening with the outage works before the official communications have happened

In summary, the DNO pain points are summarized as follows:



4 – Complaints

4.1 - Complaints – engagement design

The methodology deployed for capturing, tracking and monitoring complaints is by its nature passive. The complaints are logged and full profiling is captured to help track progress. Dissatisfied respondents identified though the CSAT process are fed into the complaints process and engaged though that channel. All complaints are detailed and well documented.

4.2 - Complaints – themes emerging

The tiny volume of inbound complaints (2) relating to this topic means this mechanism has very limited value for the purposes of understanding problems with the connections experience, however there is some evidence relating to concerns with the outage process.

5 – Connections digital presence

5.1 - Engagement design

An analysis of NG's digital tools/ website that support customers through the connection journey versus peers was undertaken in February 2018.

5.2 - Connections digital presence – themes emerging

The DNOs have more experience of working with the smaller, less experienced customers that National Grid is increasing having to deal with in future as the energy transition continues. The provision of useful customer tools and providing easy access into their business will improve their customers' experience. There is also evidence that, even in B2B markets, investment digitally provides an improved user experience that can lead to improved Customer Satisfaction.

The analysis suggests NG is falling behind its closest peers and accessible and useful tools would be beneficial for customers (for example Connections Guide; Enquiry Management; Connections Heat Map; Pricing & Time Calculator).

6 – Managing Profitability Journey

6.1 - ***Managing Profitability Journey (MPROF) analysis/ design – engagement design***

This work involves deep consultations with a relatively small number of retailer customers (7 in total) to explore the following design/ journey related problem:

Electricity retailers find TNUoS / BSUoS charges difficult to predict on the multi-year timescales within which they are making business decisions. Additionally, the cost volatility that they receive is significant relative to retail margins.

[redacted].

6.2 - Managing Profitability Journey analysis/ design – themes emerging

Key emerging themes - There is a lack of understanding from NG on how businesses operate. All businesses seem to be treated the same way, without taking into account different ways of working, capabilities and needs.

More specifically, this research highlights the following:

- **It is challenging to get hold of NG**. There are no dedicated contacts to approach for charging related issues. Networks are established exclusively by experience.
    - Information can't be discussed There is a resigned attitude to accept the information provided by NG without challenging or questioning it.
    - No dialogue in place when needed. Black Start has been particularly bruising for individuals and soured the relationship due to lack of communication.
    - Formal contacts don't exist. Strong individual relationships exist for large retailers, but these have been discovered by chance.

- **NG is a reactive business**. National Grid's monopolistic position doesn't encourage proactive processes and culture that aim to make retailer's life easier.
    - Information sharing is not consistent. Information provided has grown organically and there isn't a consistent mechanism for making information available.
    - Information is hard to retrieve. There is no intuitive way of navigating information, you have to know where to source it or who to ask.
    - New entrants don't get on-boarded.
    - It is challenging to learn and understand how things work as no guidance is provided.

- **NG don't act as leaders or industry experts.** Retailers expect NG information to be always valid but often it is inaccurate, incomprehensive and not user friendly.
    - Forecasting is incomplete. Assumptions have to be made internally to add in additional risk factors.
    - Information is not reliable Hygiene expectation is that tariffs will be correct first time, but that's not always the case.

- **The rationale is missing.** The numbers provided are never backed up by a rationale, making it difficult to justify discrepancy between forecasts and actuals with stakeholders.
    - No view of embedded generation. An understanding that the energy mix is changing exists, but it is not clear how and if this is reflected in the tariffs.
    - Supporting narratives are not provided. Lack of explanation to account for the variable costs and the complications involved in balancing the grid.
    - No overview of causality models. Modelling assumptions and associated risk factors are not known or explained.

- **Retailers are left in the dark.** Reconciliation timescales are long and there is no way to measure performance in an agile way or have visibility of unforeseen spikes.
    - Impacting future factors are hidden. Retailers have no view of future projects or modifications happening on the grid making long term forecast even more risky.
    - Unforeseen costs come as a "surprise". The long reconciliation process makes recovering costs problematic as often at that point many of the customers have left.
    - Measuring performance is hard. There is a need to be able to timely track performance in order to budget accordingly.

- **NG's processes don't fit with businesses' timeframes.** There is acceptance that the timing of events is not conducive to business processes but that's what the industry dictates.
    - NG forecasting can be out of sync. Customers are trying to adapt the Industry process to their financial years and customers' contract cycles.
    - Accountancy is not fully supported. Business performance timeframes dictate frequency of reporting and information sharing. NG timings do not back up such activities.

7 – Predictability of Charging – ESO Customer Seminar (London and Glasgow) – Pre legal separation

7.1 - Engagement design

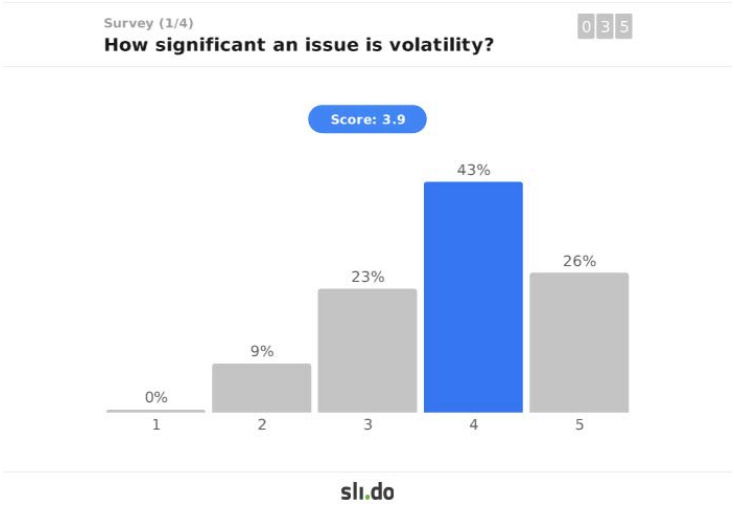
Opportunity to seek views on specific questions from customers at the Electricity System Operator customer seminar in Glasgow and London.

These customer seminars generated notes from roundtables and poll results (Sli.do). Unfortunately, there is no way to analyse the poll results by stakeholder type meaning the insights have to be taken at a global level. These are still useful for understanding the need for improvements to predictability of charging.

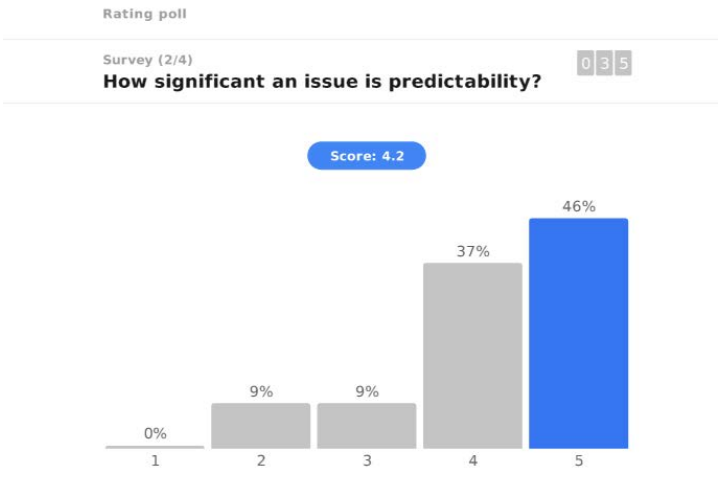
7.2 - Themes emerging

As you can see from the results below predictability and volatility of charges are important for Customers and a clear signal that key consideration is required on this space.

Results from Glasgow - Connections seminar – 03.10.2018

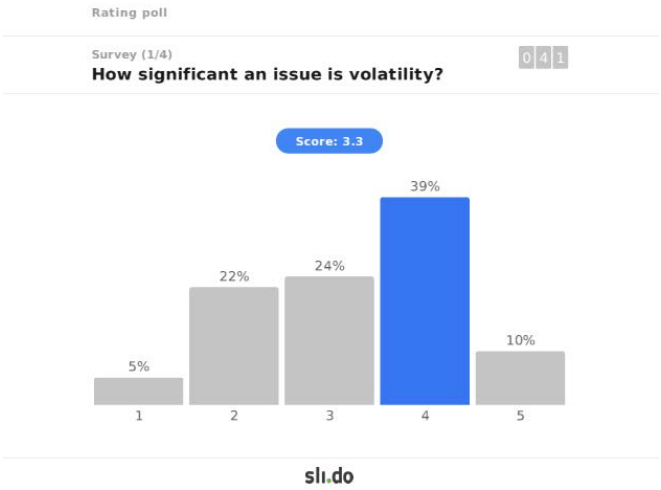


Glasgow results (35 responses)

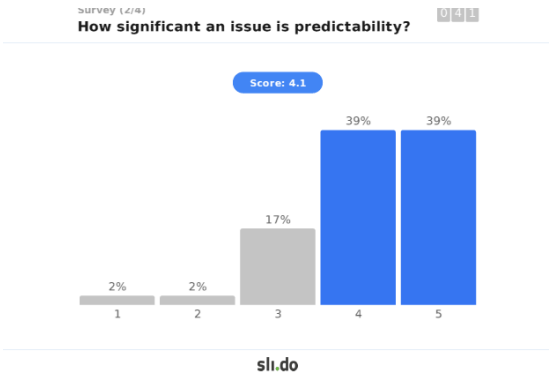


Glasgow results (35 responses)

Results from London - Connections seminar – 10.10.2018



London results (41 responses)



London *results (41 responses)*

Scale: 1 = insignificant at all to 5 = very significant

We can conclude that participants in both locations agree this is a significant issue and that National Grid should improve how it manages predictability of charges which should then help with the volatility issue.

8 – [redacted] Research (emphasis on future needs)

8.1 - Engagement design

This work was completed in June 2018 and is a strong piece of research notable for its rich design, and careful nuanced analysis and recommendations. The reasons for this are as follows:

- It uses a mixture of methodologies that together deliver an iterative, nuanced, exploratory analysis of needs and drivers of choice
- It makes use of existing insight, internal hypothesis development, stakeholder interviews and subject matter expert inputs. There is risk in relying solely on stated customer preferences when considering the future, but this mix of inputs mitigates this risk well
- While the scale of the stakeholder inputs is limited to 17 consultations this is appropriate for this kind of project
- It is positive that future needs are partly derived from current experiences and external factors and contexts e.g. their challenges, decision making, levels of expertise, other parties in the connection eco-system such as DNOs, reputational drivers
- There is a helpful use of benefit areas which transcends the lack of experience many stakeholders may/ have had with connections. This helps with establishing priorities and needs without becoming overly technical or inaccessible for the participant

8.2 – [redacted] Research – themes emerging

Although this engagement is ostensibly future facing it also identifies barriers to effective connections and ease of working today. Understanding this is an important foundation for understanding future needs and drivers of choice. Larger organisations feel opaqueness hinders decision making

- Smart tools are available but aren't working hard enough
- Once an application is submitted, customers are left in the dark while a decision is made
- The needs of small generators are falling outside of NG's current connection offers
- There are major differences in expectation and need between NG and customers e.g. appetite to engage smaller businesses, relying on the past to guarantee the future such as reputation and 'this is the way we've always done it'

These represent opportunities for improvement today but are also hygiene factors that must be addressed if future promises experiences etc. are to be sustainable.

The future facing aspects of this project are expressed as scenarios or outcomes. This is useful as it means the analysis does not get bogged down in the minutiae of what a different connection experience could be (although this would be relevant at a later stage). These scenarios neatly link the connection/ experience challenges of today with fresh and commercially sustainable ways of delivering customer needs of the future. Notably:

- Resetting expectation of existing customers and positively engaging new customers
- Telling positive stories about NG's restructure to demonstrate benefits to connection customers
- The importance of delivering against the non-negotiable hygiene factors of customer service built on the understanding that bespoke arrangements work best for their needs
- Better expressions of short-term benefits of choosing NG over DNOs while helping customers explore longer term possibilities
- Leading the conversation about the future connections landscape

9 – Third party-challenge and review – September 2019

At appropriate points throughout our engagement process, we commissioned independent assessments of our activities, and used the learning from these to help us improve. We have also used third parties to check that we've engaged a relevant, representative sample of stakeholders on each topic, and that we've correctly translated their views into our plans.

"Overall the engagement logs and evidence supports the actions that are being taken. NGET proposes a number of actions on connections. Some of these are required by license conditions, some are based on engagement feedback and some are required by license conditions. but the specifics of delivery have been amended based on engagement feedback". For the full assessment please refer to NGET_A6.07 Frontier Golden Thread Assessment.

10 - Qualitative Acceptability Testing – Domestic and business Consumers – October 2019

As part of developing our plans for RIIO-T2, EFTEC undertook a programme of consumer research to test the acceptability of the Electricity Transmission (ET) and Gas Transmission (GT) Business Plans. At the heart of this research was a quantitative survey that has measured the acceptability of the business plans;

supported by qualitative research to ensure we have a rich and detailed understanding of consumers views on our proposals.

The research consisted of three key stages:

Stage 1 Qualitative research to understand consumer views in general on the energy industry, energy bills and National Grid; and to support the design and development of the quantitative survey of Stage 2;
Stage 2 Quantitative research to understand acceptability across a representative sample of consumers, including a pilot and main study; and
Stage 3 Qualitative research to drill down into the acceptability findings of Stage 2, and to explore in depth the key issues around acceptability and affordability.

We received the draft report summarising Stage 3 of the programme, which tested and validated the quantitative survey findings from Stage 2, giving a deeper understanding of consumer views on our business plans.

Summary of feedback:

Overall, participants in the groups said they considered the electricity transmission plan to be acceptable, and they understood why a high percentage of survey respondents agreed with the plan being acceptable in the quantitative research. The levels of support for the electricity transmission plan were considered a huge endorsement.

'It's a Strong Mandate'

Quantitative acceptability testing showed strong support for our proposed investments, 92% of respondents agreed with the proposed investment of connecting new power generators and 71% agreed with the proposed investment and impact on bill is acceptable.

The details report can be found in Annex A6.06.

2.2 What were the initial National Grid conclusions

We also took the opportunity to playback the engagement outcomes heard from stakeholders in a consultation document that NGET published in February 2019, outcomes can be seen in Appendix Section 6.3, the purpose of this document was to sense check that NGET has heard the direction of what our stakeholders want for the relevant priority and gave the opportunity for stakeholders to have they say on whether they agree or not with the outcomes that have been captured.

Our plans must be shaped by our licence obligations – the rules that we must follow to connect customers to the network. We have engaged based on this framework and these have been described in table 1.0 below.

Table 1.0 Our obligations when connecting customers

CUSC	The Connections and Use of System Code (CUSC) is the contractual framework for connection to, and use of, the National Electricity Transmission System.
SQSS	The Security and Quality of Supply Standards (SQSS) provide a set of criteria and methodologies that transmission licensees must use when planning and operating the network. It is our licence obligation that

	we connect new and existing customers to the network in compliance with the SQSS. This ensures the safe and effective use of the network.
STC	The System Operator-Transmission Owner Code (STC) defines the relationship between the transmission owners and the system operator. The STC clearly sets out the roles, responsibilities, obligations and rights of each party in detail.

A summary of our engagement activities and outcomes is provided in table 2.0 below, alongside what trade-offs have been made and how stakeholders have influenced the plan.

Table 2.0 Summary of our engagement

	Engagement on improving connections
Purpose and approach	The purpose of this engagement was to understand our customers' views on how we can make their connection to the network as easy as possible by using data from customer satisfaction feedback, bilateral meetings, bespoke research and interviews, our 'Future of Electricity Transmission' webinar and our 'connection journey' workshop and accessibility testing with consumers.
What stakeholders told us	You have told us that you want a simplified, flexible, affordable and coordinated approach to connections. You have also told us you want us to provide options for a wider range of services such as increased digital services or support through the consent process. You also want us to provide more information and support upfront before you make an investment decision. Some of the specific feedback was that some customers thought we were unable to deliver their connection because of their small size, so they connected at the distribution level instead. You also fed back that it can sometimes be difficult for new entrants to the sector to work with us: "There are a lot of new entrants into the market and trying to unpick how to engage and how to work with National Grid can be a real problem, unless you've got people who have years of experience in the industry. If you're coming in fresh, then it's quite complicated." Customers would like more online platforms to help speed up the connections process. (Source: Bespoke Research, further details are in NGET_A8.01 Engagement log)
What consumers told us	Quantitative acceptability testing showed strong support for our proposed investments, 92% of respondent's agreed with the proposed investment of connecting new power generators and 71% agreed with the proposed investment and impact on bill is acceptable.
Key trade-offs and how engagement influenced our plans	A key trade-off was whether to include costs in our baseline to manage additional thermal capacity and fault level capacity to address the impact of embedded generation on the transmission network, where whole system alternatives could exist, or whether to exclude these costs from our baseline and develop an uncertainty mechanism that would provide funding where transmission investment is the best solution for consumers. Based on the insights gathered through this engagement, we have decided to fully embrace the potential of whole system solutions to reduce costs for consumers, thereby reducing our baseline proposals by £105m. Uncertainty on roles in the whole system planning process was highlighted by some DNOs and there were different views on the role of the TO. Some DNOs were keen to work exclusively with the ESO, whilst the ESO and other DNOs indicated a preference for full collaborative working. Most preferred the collaborative approach and, on balance, we think this is likely to lead to better consumer outcomes. As such, our proposals are based on this approach. Another trade-off was between increasing the number of employees dealing with the connections process versus the development of digital platforms for self-service. Through our engagement, many of our customers and potential customers wanted an increase in the self-serve online capability (i.e. customers will be able to use the functionality to design their own connection). We took the decision to invest in the IT capability supporting what customers wanted. As described in chapter 6 *Giving stakeholders and consumers a stronger voice*, frontier carried out an assessment on our engagement and highlighted that there was limited evidence customers wanted to directly contract with the TO, we have responded by removing the commitment for this.
How we've responded to	The Independent Stakeholder Group challenged us on how we could provide more certainty on connection dates for customers and take on more risk. Our stakeholders also want us to take

the Independent Stakeholder Group and Challenge Group	ambitious action on climate change by reducing greenhouse gas emissions. In addition, the UK government has put into law the target of net zero greenhouse gas emissions by 2050. Based on this stakeholder feedback we have developed an ODI to encourage us to deliver earlier connection dates to benefit our customers and to bring forward the reduction in greenhouse gas emissions from low-carbon generators connecting to our network. Another challenge raised by the Independent Stakeholder Group around how we will ensure that our approach to connecting small vs. large customers is proportionate. To ensure that we are setting ourselves up to deal with these challenges in the most effective manner, and as part of our focus on the customer connections journey in the T1 period, we have an ongoing piece of work in this area that has highlighted the potential benefits of standardisation for smaller projects. This is something we will continue to investigate and ensure we incorporate learnings into our approach in the T2 period. We are also investing in our online capability to allow some customers to customise their connections.

	Engagement on better coordination of planned outages
Purpose and approach	The purpose of this engagement was to understand our customers' views on how we can carry out vital repair work on the network with least disruption to our customers. Feedback was obtained via the following channels; customer satisfaction feedback, bilateral meetings, interviews with network companies and workshops.
What stakeholders told us	You have told us that we do not sufficiently communicate or explain the changes we make to outages and that we do not fully appreciate the impact our decisions can have on your business. Some emerging themes were: • in some cases, we do not sufficiently explain the reasons for our changes • in some cases, we do not sufficiently assess the impact of our planned outages which subsequently get cancelled • there are delays to works which create more changes in planned outages.
Key trade-offs and how engagement influenced our plans	Our engagement has influenced our plans as we are creating higher detail long term plans in collaboration with stakeholders and we are trying to be more transparent with our plans to get earlier feedback and understanding of the impact of our work on our stakeholders. We have put a greater focus on "systems" as part of our deliverability reviews ahead of plan submission to test that plans are credible and deliverable considering wider system limitations to ensure that customers are not impacted or we are able to manage the risk without negative consequence.
How we've responded to the Independent Stakeholder Group and Challenge Group	In defining the ODI for outage experience, the Independent Stakeholder Group highlighted the opportunity to work with Ofgem and incorporate this ODI into the common ODI for quality of connections. As a result of this feedback, we will work with Ofgem to establish if this would be feasible.

	Engagement on improving the stability of our charges
Purpose and approach	The purpose of this engagement was to understand our customers' views on our charges via customer satisfaction feedback, bi-laterials meetings, customer seminar, 'connection journey' workshop.
What stakeholders told us	You told us that year on year Transmission Network Use of System (TNUoS) volatility is a concern for you because this has an impact on your business. The ESO has also informed us that the polling that took place during customer seminars gave the same message. You would like us to be more transparent and communicate more effectively with you when there are changes to connection cost volatility during the build phase. For example, from a Customer Connection Journey meeting, we heard that we "give no pre-warning of cost increases in the project, no options to query at the time", this causes a problem as our customers are presented with a bill at the end.
Key trade-offs and how engagement	The ESO and stakeholder feedback has resulted in us looking to include actions that we could take to help address this concern.

influenced our plans	
How we've responded to the Independent Stakeholder Group and Challenge Group	The Independent Stakeholder Group wanted to see detailed proposals for the load related driver – we have included much more information on uncertainty mechanisms in the plan, including the T1 period experience and learning, and our proposal for the T2 period, and how this will help with charging volatility.

Our Customer Experience Ambition

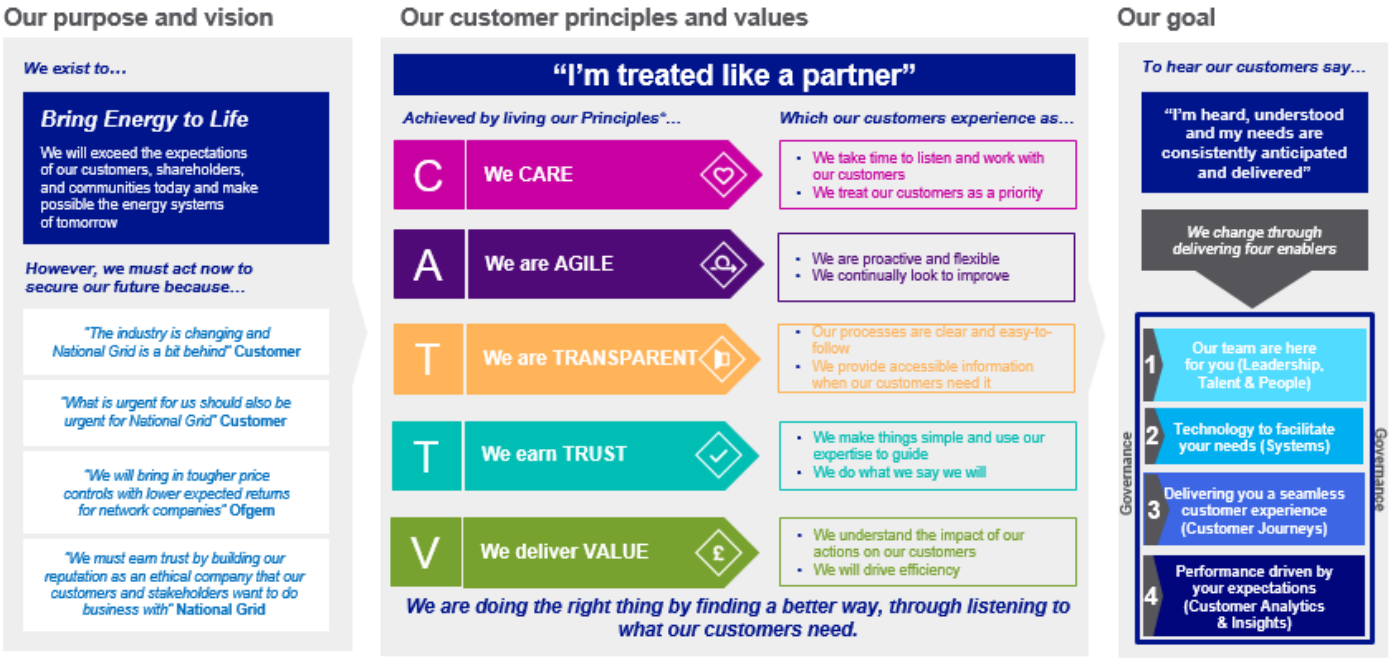
Our customers have told us that to achieve our vision of exceeding their expectations, we must listen, understand and consistently anticipate and deliver against their needs. When we do this well they will feel as though they are 'treated like a partner' – this is our UK customer ambition and forms the basis of our UK Customer Strategy to become a customer centric organisation.

Our Principle: The How

The behaviour and experience our customers see defining this partnership are outlined within our principles: that we care, we are agile, we are transparent, we earn trust and deliver value. These customer principles were derived by exploring the drivers behind low satisfaction and net promoter scores. This customer commentary and insight show five key pain points from the customer's perspective (a lack of trust, transparency, listening, agility and understanding the impact our actions had on their business). Our customer principles directly address their pain points and form the bedrock by which we create and test our customer experience.

The Customer Experience Strategy, including our ambition, our principles, a multi- year roadmap that extends into the T2 period and an agile delivery approach, provides a clear and measurable way to ensure we focus on those activities that deliver the most value to our customers. By living by our customer principles and working in partnerships we want to ultimately hear our customers say… "I'm heard, understood and my needs are consistently anticipated and delivered". Our CX Strategy is summarised in figure 5

Figure 5 - Customer experience strategy



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3.STAKEHOLDER GROUP CHALLENGE & REVIEW –

3.1 the Stakeholder Group challenges and our response?

SG Meeting	Challenges sub Ref No.	Challenges	NGET Response
SG4	34	Customer satisfaction – what's the reward / penalty and performance to date?	The maximum and minimum financial values are +/-1% of our allowed annual revenue. Ofgem sets cap, baseline and collar scores which translate to our maximum incentive, neutral point and maximum penalty respectively. For 17/18 – CAP 8.6, Baseline 6.9 and collar 5.3. **Table 11.3 - Our customer satisfaction scores in the T1 period up to 2018/19** Year: 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 Score: 7.4 | 7.4 | 7.5 | 7.4 | 7.7 | 7.9
SG4	35	Where and if there are any tensions between sources? Too coherent? Subsequent Challenge was raised on Triangulation process. How do you address the risk appreciate?	Updated Group that team ensured they worked collaboratively with customers at the start to define what their requirements. As a result, haven't yet had an issue with conflicting requirements to change a process. We also provided an update to the Group on triangulation process and how tensions will be dealt with. Section 4 in all the chapters now include a section of tensions exist and what trade-offs were made.
SG7	91.1	The business plan should set out clear explanations of the uncertainty mechanisms that are proposed with respect to connection uncertainty.	We are protecting consumers by only including the most certain costs in our baseline plan and proposing a suite of uncertainty mechanisms that allocate risk to whomever is best placed to manage it. Our plan is consistent with the minimum values in the Energy Networks Association (ENA)'s Common Energy Scenario and therefore relies on uncertainty mechanisms to deliver for customers and enable net-zero by 2050. Consumers can best manage uncertainty about the route to net zero emissions because the route will reflect changes in their behaviour. We are best placed to manage uncertainty over the costs of achieving the outputs consumers want because we can efficiently control our costs. With the market continuing to rapidly evolve, the ongoing development of whole system solutions, growing system operability requirements and network competition, a more complex uncertainty landscape exists in the T2 period, requiring an evolution of the T1 approach. In developing our proposals, we have ensured mechanisms: i. change our allowances if customers' needs change during the T2 period so that we can invest in the outputs they need, ii. allow whole system solutions to be identified and delivered during the T2 period,

			iii. retain the incentive for us to reduce our costs and share the cost savings with consumers. We have worked with external experts to develop an enhanced suite of uncertainty mechanisms, building on the existing T1 approach of unit cost allowances and the experience of the operation of these mechanisms. To manage uncertainty for this priority, we propose: • re-design the generation and demand volume driver to ensure they are in line with the observed changes in our customer base and make the unit cost allowances more cost-reflective; • develop a new volume driver for network investment driven by embedded generation; and • work with Ofgem to improve the uncertainty mechanisms so that they lead to smoother adjustments in our allowances and more stability in our charges to customers. The detail of our analysis and proposals to manage energy supply and demand uncertainty is set out in ET.12 Uncertainty Mechanism Annex and accompanying workbooks showing the detail of our development and statistical analysis.
SG7	91.2	What has NGET learnt in terms of speeding up design and procurement?	From a design perspective, we have sought to implement a process that facilitates a fit for purpose design - aligned to customer requirements - for each of our projects, in preference of a one size fits all approach. This includes: o Engaging with the market on the basis of a functional specification where appropriate, in preference of a fully developed FEED; o Not only the extent of the design, but also the speed with which we progress our projects through the TP500 development process – fast-tracking projects where possible; o We have sought to complement our internal design capability with specialist contractor resource when required; and o More recently, we have sought to involve the main works contractors earlier in the design process to not only speed up the design process, but to identify opportunities for innovation and design optimisation which will drive programme efficiencies. Early Contractor Involvement is a key contract principle in the development of our contracting strategy for RIIO-T2. From a procurement perspective, we seek to ensure that we operate a robust (and OJEU compliant) tender process that is fit for purpose for each project or portfolio of projects. Whilst retaining these key principles, we have sought to simplify our procurement processes where practicable to both reduce the programme but also the cost burden for both our contractors and ourselves. Examples of this include: o Establishing a suite of frameworks with pre-agreed terms and conditions to avoid the need for protracted negotiations on each project award; o The award of bundles or portfolios of works off the back of a single procurement event; o Streamlining of our procurement processes to focus questions on only key areas specific to a project – with a strict word limit for responses to reduce evaluation time where appropriate; and o Greater use of contractor interviews during the procurement process which are not only an effective way of obtaining information, but also time effective Streamlining our tender processes is a key contract principle in the development of our contracting strategy for RIIO-T2. Can Grid give a clear commitment to reduce connection time? Can Grid commit to reaching a more aligned risk profile with connecting customers?

			In response to the follow up questions raised by the stakeholder group - For connection time we are proposing a bespoke ODI for connection dates - The purpose of this ODI is to encourage us to deliver connection earlier to get new generation onto our network clearly bringing forward the benefits of low-carbon generation and more competition in the wholesale electricity market. This ODI help supports the drive towards achieving the UK's target of net zero greenhouse gas emissions by 2050.We are proposing two different ways of setting the target for new and existing customers: - New customers: All network companies have built their business plans using the Energy Network Association's common RIIO-2 scenario report, which we commonly call the common energy scenario. The common energy scenario incudes an average delivery time for generation connections of approximately 64 months. We propose that this is the baseline for new customers for this ODI. - Existing customers: we propose that for customers with existing contracts the baseline for this ODI is the date in the contract. For taking more risk with connection customer - We would like to be incentivised to reduce sole use connection costs. For our customers that would like certainty in their connection costs, they can choose the fixed option that currently exists. For those customers who would like reduced connection cost, we are proposing to be incentivised to reduce the connection costs and share the risk. In order to facilitate this proposal, we will need to make some changes to the existing frameworks and work with Ofgem to create a unit cost allowance for the sole enabling elements because this will ensure the incentives uses a fair baseline is set. The incentive will be to deliver the sole enabling works lower than the UCA. We will align the sharing factor based on Ofgem's TIM as we believe this would be adequate for the risk that we will bear. We would like to move the connection cost element, which are currently part of the excluded services into the main price control and extend the totex incentive mechanism to accommodate this.
SG7	91.3	What lessons have been learnt in project delivery.	The lessons we have learnt project delivery are: - The ability to deliver a project safely to time cost and quality is closely linked to the quality of the development work prior to starting works on site. To ensure that the upfront development work yields the most efficient buildable solution we are undertaking more early contractor involvement (ECI) to ensure that when projects start construction the design work has taken into consideration every aspect of the build. This will reduce any waiting time experienced while a small number of technical details are resolved. During T1 we have found that the ability to see emerging trends and ensure that potential issues are dealt with before they impact on a project is imperative. To do this we have two key mechanisms in place 1) we ensure that both NG and its contractors administer the contract correctly and use the mechanisms of early warnings to help ensure that any issues that arise are quickly raised between both parties and resolved. This is done through using contract admin software that give complete transparency on all the contractual issues. 2) we set up a project controls function which looks at the project schedules, costs and risks to ensure that emerging trends are managed for the benefit of the project. Priority specific learnings in Section 2.3 'learnings from T1' and 5.1 iv) making connections quicker in the T2 period (chapter 8) and Section 2.4 (chapter 7) 'Learning from T1' and business plan wide learning / initiatives are mention in section 2 learnings from T1' of the remaining stakeholder chapters and in section 16 'We are ready and able to deliver'.

SG7	91.4	What is NGET doing to drive efficiency?	From a capital expenditure perspective however, it's perhaps best to respond to this question in terms of the value levers that we have applied:  1**. Forecast Driven Sourcing** - brings a more strategic, forward-looking view to contracting, earlier in the investment development process. It seeks to extract best value for the end consumer from the supply market through: • Early assessment of supplier market capacity and capability. • Bundling – where possible, we have bundled works by site, region, and/or year to provide larger packages of work in order to provide attractive propositions to our contractors. This has included annual bundles of work in the substation equipment asset category and in the case of Infrastructure Protection, we awarded a 5-year programme of works to two Strategic Partnerships facilitating contractor innovation and programme optimisation. • Effective programme management throughout the investment process. • Identification of the potential for supplier-led innovation through Early Contractor Involvement (ECI). For some of our more complex projects, we have sought to simplify the tender process by adopting a two-stage ECI model. This has involved partially funding the tender submissions of multiple shortlisted contractors in Stage 1 to encourage design innovation, whilst maintaining competition at this stage of the process. Stage 2 then incorporated the detailed design and build of the project following down-selection to a single, successful contractor. 2. **Lean Asset Design** – ensures a continuous challenge and review of our Transmission Processes and Standards to identify leaner approaches to delivering our projects, whilst maintaining safety and appropriate levels of quality. Through the implementation of technical deviations as policy change, we have been able to drive more efficient processes into our projects and extend the life of a selection of our assets to optimise network or system risk against the respective construction or maintenance costs. Building on this, for some of our more recent, complex projects, we have implemented a whole life cost assessment to drive improved availability, reliability and maintenance following project completion and handover to our Operations teams. **3. Design to Value** – drives value engineering through the optioneering and scheme development processes to ensure an efficient, fit-for-purpose approach on a project specific basis. o For relevant projects, this might include a collaborative approach with the supply base to drive innovation. o We have developed and trialled a range of alternative approaches to delivering our projects with a view to reducing delivery programmes. These include time-lapse video trials that monitored and analysed 'productive' time on our circuit breaker replacement projects. Following these trials, we were able to reduce the delivery programmes of standard circuit breaker replacements from a typical 8-week delivery programme to 6 weeks. **4. Market Supplier Development** - we have developed a capable supplier pool at multiple tiers with direct access to all market disciplines to ensure a fit-for-purpose contracting approach by asset type in preference of a 'one size fits all' approach. We have disaggregated our supply base in favour of engaging smaller, agile installation contractors capable of delivering single asset replacement projects of relatively low value across a geographically dispersed footprint.

			5. Intelligent Contracting – seeks to ensure a tailored, efficient delivery approach on a project by project basis by utilising our flexible frameworks designed to enable a blend of call-off options from full competitive tendering, 'best for task' and direct allocation to match the delivery and programme requirements of our projects. These frameworks comprise both equipment supply, install only and supply & install options facilitating a flexible approach to meet the requirements of each project drive commercial value. • We are able to identify the most suitable contractor(s) to deliver specific projects based on prior performance. • Our preferred contract form is the industry standard NEC3 (New Engineering Contract Option A (lump sum / fixed price) to promote the early resolution of issues on our projects and drive clarity in the accountabilities of both the contractor and client. The frameworks also provide the option of Option C (target cost with performance incentives) and Option E (Cost Reimbursable) contracts however, which may be more appropriate for a project dependent on the scope of works, risk to the project and delivery programme. For our Electricity Transmission business between 2013-18, the contract types applied by value were: ☐Option A: 34%, comprising 210 projects of typically low value, single asset replacement works. ☐Option C: 59%, comprising 90 projects of typically medium to high value, new build or refurbishment projects. ☐Option E: <0.1%, comprising 10 projects of typically low to medium value projects with constrained delivery timescales. ☐Our frameworks use industry standard Terms & Conditions of contract to remove unnecessary activity or risk premiums being priced into contractor's bids. • Benchmarking – we have developed our estimating and benchmarking capability to support the contract negotiation process. • Risk Management – we have developed our approach to managing risk by identifying them earlier in the process and allocating them to the party best placed to manage or mitigate each risk. This has enabled us to reduce the level of contingency across our portfolio of projects, whilst protecting ourselves from the potential cost of delay arising from contractor underperformance. 6. Contract Delivery – seeks to prevent value leakage post-contract by: • Improving supplier performance management and communication through the introduction of comparable contractor scorecard to provide a standardised means of reviewing performance. • Eliminating unnecessary contract administration. • Leveraging lessons learned from projects in delivery and applying them to future projects. Fundamental to realising value in our construction projects through effectively applying each of the 6 value levers identified above, has been the migration from our reliance on Project Services resource and contingent labour towards developing our own in-house capability in the following areas: o Commercial – by developing our commercial and procurement capability, we are able to drive value into the contracting process by implementing fit for purpose award strategies with appropriate contract options. o Estimating – by developing our internal estimating capability, we are able to establish target costs based on historic and current rates improving our capability as an informed client, supporting the contract negotiation process in particular. o Contract Management – by developing our internal contract management capability, we are able to protect the value created in the procurement process throughout the delivery phase. We are able to capture the reasons for 'value leakage' and facilitate continuous improvement by implementing lessons learned.

			o Project Management – by continuing to develop our project management capability, we are better positioned to safely deliver our projects to time, cost and quality whilst meeting customer requirements. More information is available in chapter 14 “Our total cost and how we provide value for money”.
SG7	91.5	How can NGET shorten connection delivery time from 4 years but also provide early certainty to customers that connections will be available at future points in time?	The major driver of lead time to connection is the extent of the work that is required to accommodate the connection safety and economically. We have been developing some tools on the National Grid Electricity Transmission website to provide information to customers on the availability of capacity on the network. This allows generation developers to investigate different sites and understand the level of capacity that is available at each. If there is a site that works for them which has enough spare capacity, then it is likely that their connection can be accommodated in less than 4 years. The link to the generation capacity map is: https://www.nationalgridet.com/get-connected/network-capacity-map We are continually seeking feedback from developers on the tool and what changes we could make such that it becomes even more useful. If you have any comments, then we would be delighted to receive them. (See response to 91.2)
SG7	95	NGET to demonstrate the efficiency of the IT investment in relation to customer base. How will the CRM improve customer culture? What will be the benefit to the customer?	Our customer numbers, their requirements and their expectations are increasing. For example, we have seen a 40% increase in connection applications from 2017 to 2018. This trajectory is forecast to continue into 2019 (see graph).  In 2017, following the rapid decentralisation and decarbonisation of the electricity network, the ESO/ET separation and resulting challenge of making it easy to connect customers to the network, ET invested in a CRM platform for basic customer interaction management and in a standalone website and Portal. In RIIO-T2, our CRM system will underpin how we manage our entire customer connection process. We will need to invest to include more parts of the journey within the CRM system to make sure we can offer a simple and flexible end-to-end service to customers. The CRM system will allow us to more efficiently manage the approximately £487m we are forecasting to invest connecting customers to the network in the T2 period and to provide timely connections. Our research and recent experience has found the CRM system to be the most efficient and effective way to manage customer data and processes. The CRM system will also underpin our website and proposed Customer Portal investments. Equally, there are areas of our business that interact with customers outside of the connection process, such as asset protection, the Transmission Network Control Centre (TNCC), outages and land management. Each type of customer expects a different service and experience from us. Our investment driver is to bring these interactions into the CRM system so that we can provide a more complete customer experience – this is a result of direct feedback from our customers. CRM is a fundamental enabler for our ambitious customer experience strategy. Many of our customers are new to the energy industry (e.g. data centres) -- consequentially, they a require more support and have higher expectations of service levels. A CRM system crucial to in order to capture and utilise customer data to deliver against their expectations. This is the norm in most industries.

			We used CRM infrastructure in other areas of National Grid to implement in our electricity transmission business in 2018/19 and have a planned roadmap of enhancements for 2019/20 and 202/21 that will further digitise the Customer connection process. To fully ensure we can offer an end to end simple, tailored and flexible service to Customers we will need to invest throughout RIIO-T2 to continue to iteratively include parts of the journeys within CRM. We have assumed a similar level of change in RIIO-T2 to 2018-21 where we have firm project cost delivery information and our proposal has been benchmarked with Gartner. Each investment made in RIIO-T2 will directly be to either improve the Customer connection journey or the experience of NGET's other Stakeholders (e.g. DNOs, Landowners). These system changes underpin recent ET organisation changes that provided Customers with dedicated account management and improve customer culture. Additionally, these investments will improve the speed of the application process and allow self-serve via a Portal for the entire Customer journey.
Sponsor Buddy meeting	106	The Stakeholder engagement process has clearly identified that predictability and transparency of charging is a priority for T2. It is recognised a number of factors contribute to the charging methodology, some of which are not within NGETs control. How are NGET proposing to establish a mechanism to bring more certainty and transparency to the charging methodology including working with OFGEM and others to do this?? Any revised methodology for both Connection Charges and TNUoS should be clearly explained in the Business Plan	Most of the volatility in network charges arises from the methodology used to calculate them, as set out in the Connection and Use of System Code (CUSC). As with other Transmission Owners, NGET is not a party to this code and therefore is unable to propose changes (customers are able to do so through code governance). Our Business Plan does however make proposals to improve stability (and therefore certainty) of charges and the transparency of these, for the elements that we are able to influence. There are two elements to charges for customers: 1. Connection charges – these charges relate to assets installed solely for, and only capable of use by, an individual user and are treated as excluded services within the regulatory framework. 2. Transmission Network Use of System (TNUoS) charges – these charges recover the costs of installing and maintaining the electricity transmission system that serves all network users. We recognise that changes to our charges can have an impact on customers. There are several reasons why charges can change, but most of the volatility in network charges arises from the methodology used to calculate them, as set out in the Connection and Use of System Code (CUSC). As with other Transmission Owners, NGET is not a party to this code and therefore is unable to propose changes. We have proposals to improve stability (and therefore certainty) of charges and the transparency of these, for the elements that we can influence. However, we do have ideas on how the price control framework can be improved to reduce the volatility of our revenue and therefore charges. i) Improving how our charges reflect our costs To improve the cost reflectivity of our charges we are looking to improve the design of the existing uncertainty mechanisms, in particular the unit cost allowances that adjust the amount of money we can recover from or must return to our customers to reflect the work we must carry out. We want to make these more reflective of our costs. To achieve this, we are carrying out a detailed review of the triggers of infrastructure costs and are using the results to inform alternative designs for both the generation and demand connection volume drivers. Our commitment to reducing cost for sole enabling connection costs will also support this. ii) Improving the stability of our charges To improve the stability of our charges we are looking at the scope for enhancing the general design and operation of uncertainty mechanisms. Some features of the current design have meant our allowance has been

			unnecessarily volatile, which has created volatility in our charges to you. We are currently considering whether the changes uncertainty mechanisms make to our allowances should reflect changes in our best forecast of output delivery, as opposed to when output is delivered. This should help smooth the effects of uncertainty mechanism on our charges to customers. We will work with Ofgem to take forward this approach. For further details refer to NGET_ET.12 Uncertainty Mechanisms Annex. iii) Improving the transparency of our connection charges We will also be clearer about our connection charges in advance. If our charges are likely to change, we will discuss this with you in advance and explain the reasons behind this. We will enable you to view the latest information on your charges using the new customer portal.

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4.CONCLUSIONS

4.1 What impact has this feedback had on National Grid and the RIIO-T2 business plan?

How feedback from the stakeholder group impacted National Grid and the RIIO-T2 business plan?
The Independent Stakeholder Group challenged us on how we could provide more certainty on connection dates for customers and take on more risk. As a result, we are purposing a bespoke ODI. The purpose of this ODI is to encourage us to deliver connection earlier to get new generation onto our network clearly bringing forward the benefits of low-carbon generation and more competition in the wholesale electricity market. This ODI help supports the drive towards achieving the UK's target of net zero greenhouse gas emissions by 2050. We are proposing two different ways of setting the target for new and existing customers: • Existing customers: we propose that for customers with existing contracts the baseline for this ODI is the date in the contract. • New customers: we propose that the target is based on the common energy scenario average delivery time for generation connections of approximately 64 months, which might need adjusting for the particular type of customer. .
Another challenge raised by the Independent Stakeholder Group around how NGET will ensure that their approach to connecting small vs. large customers was proportionate. To ensure that we are setting ourselves up to deal with these in the most effective manner, and as part of our focus on the customer connections journey in the T1 period, we have an ongoing piece of work in this area that has highlighted the potential benefits of standardisation for smaller projects. This is something we will continue to investigate and ensure we incorporate learnings into our approach in the T2 period. We are also investing in our online capability to allow some customers to customise their connections.
In defining the ODI for outage experience – the Independent Stakeholder Group highlighted the opportunity to work with Ofgem and incorporate this ODI into the common ODI for quality of

connections. As a result of this feedback, we will be working with Ofgem to establish if this would be feasible.
The Independent Stakeholder Group wanted to see detailed proposals for the load related driver – we have included much more information on Uncertainty Mechanism into the plan including the T1 period experience and learning and our proposal for the T2 period and how this will help with the help with charging volatility.
As described in chapter 6 *Giving stakeholders and consumers a stronger voice*, Frontier Economics carried out an assessment on our engagement and highlighted that there were very limited evidence customers wanted to directly contract with the TO, we have responded by removing the commitment for this.

The table below outlines how what stakeholders are telling us links to the proposals we are making and the consumer benefits.

Table 3.0 - Our proposals for the T2 period

What stakeholders are telling us	Proposal	Output type	Consumer benefit
You want us to make it easy to connect to the network	We will invest in the network to connect 15.3GW of new generation, storage and interconnector for customers under the common energy scenario.	**LO** to connect MW of new generation **Bespoke ODI-** Accelerating low carbon connections	Help lower wholesale electricity costs and reduce carbon emissions.
	We will invest in the network to connect demand customers when they request connections by installing [redacted] super grid transformers (SGTs) under the common energy scenario.	**LO** to install SGTs	To connect large consumers quickly and efficiently.
	We will invest in our systems, people and products to delivery our CX strategy.	**Common ODI** – Quality of connections survey	Improving our customers' experience and meeting their needs, will benefit the consumer.
You want us to make it easy to use the network	We will make step changes to improve the system access experience for our customers so that they have more warning of network outages and changes to them.	**Bespoke ODI-** Outage management	Improving our customers' experience and meeting their needs, will benefit the consumer.
You want our charges to be stable and predictable	We will contribute to improving the stability and predictability of our charges.	**Commitment** to work to improve the regulatory framework to improve the stability and predictability of our charges.	

4.2 Business plan outputs aligned to stakeholder engagement outcomes.

The golden thread is a concept developed to help stakeholders understand at a glance, the engagement we undertook for each stakeholder priority, the outcomes that were heard, how this translated into the outputs that NGET will deliver in the T2 period and the associated activities and costs. Embedded below is the golden thread for this priority.

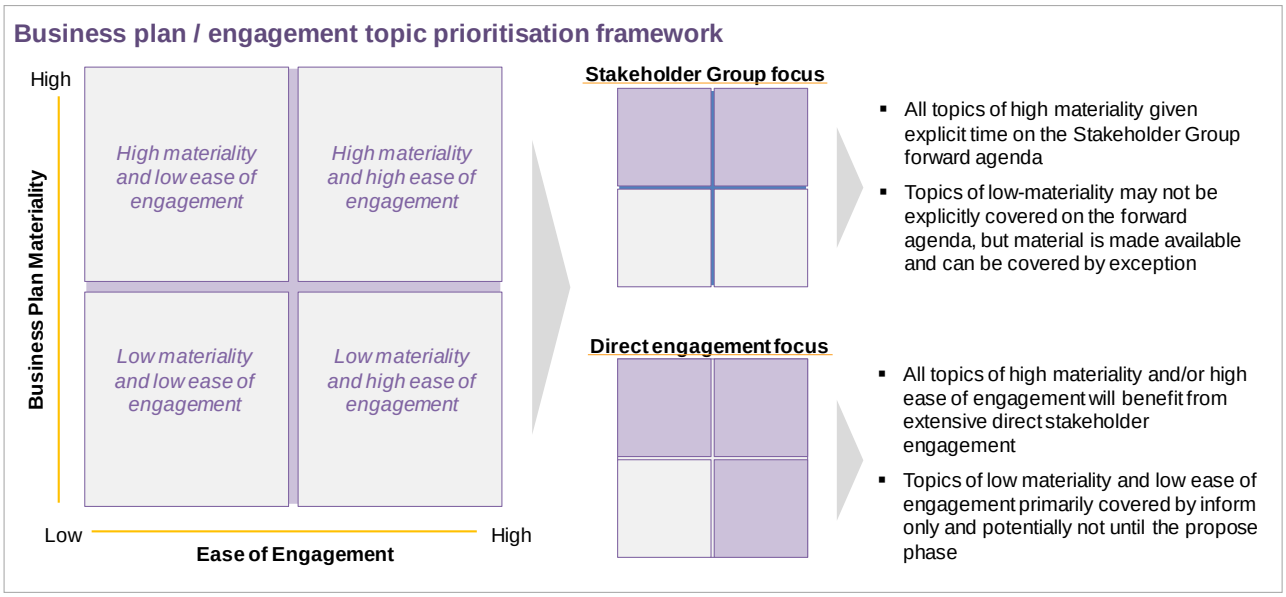
5.APPENDIX

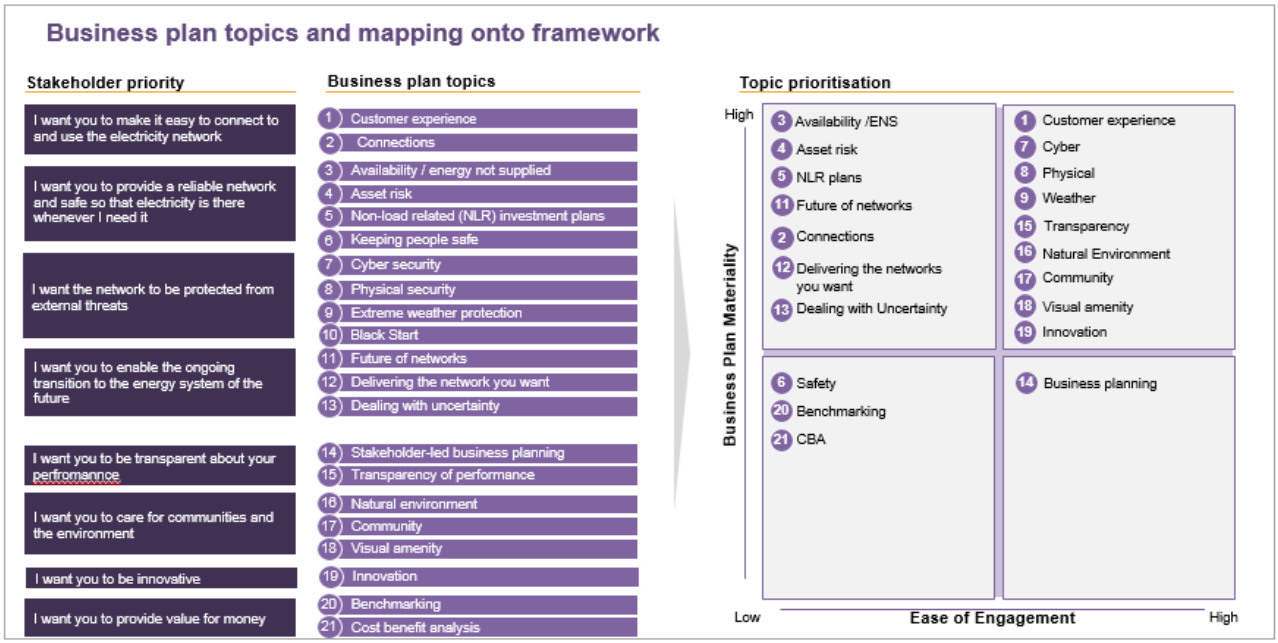
5.1 Engagement Principles Checklist

Principle		Check
1	Define and map your stakeholders - anyone who believes they are affected by your decisions. Recognising the different threads of the public interest – stakeholders, customers, consumers, citizens, communities (geographical and interest)	
2	Be clear what you want to achieve with “engagement” – have clear policy objectives and measures of impact; (incl. where you most need to engage)	
3	Understand the “spectrum of participation” and difference between each part of that spectrum: inform, consult, involve, collaborate, empower	
4	Engage early in the process, review and improve throughout	
5	Leadership – effective stakeholder engagement must be led from the top of the organisation	
6	Commitment – to listen to stakeholders’ views and act on or respond to them	
7	Objectivity – an open approach to obtaining stakeholders’ views and to interpreting them. Seek to understand views on a range of topics and on all aspects of the business plan, rather than pre-determining their priorities or seeking to endorse your own priorities	
8	Transparency – to build stakeholder trust and show that you take their views seriously (incl. how we’ve considered views, weighted and managed trade-offs)	
9	Be inclusive: work with stakeholder groups to gather the fullest range of interests. Understand and balance the differences between different segments. Understand and balance the differences between existing and future stakeholders	
10	Be aware that those who often participate i.e. the “usual suspects” are not always representative	
11	Be accessible to all (e.g. in consideration of the tasks, timelines, contact person, tech., locations, challenges of communication, etc.)	

12	Use targeted approaches to tailor engagement to suit the knowledge and awareness of different groups	
13	An ongoing process that is embedded across the business – not just a stand-alone business planning/price control review exercise.	
14	Evidence based – use a full range of available sources of info to identify priorities, views and challenges (e.g. operational insight, bespoke research,	
15	Gather evidence through a range of methodologies and tools including willingness to pay, qualitative research, surveys, complaints intelligence, market data	
16	Be responsive – seek to adopt a flexible process to engagement, responding to the information revealed as the process progresses	
17	Demonstrate impact of engagement – ensure that the engagement design process plans for and allows evaluation of success	
18	Innovation – trying new and innovative ways of engaging	

5.2 Business Plan / Engagement Topic Prioritisation Framework





5.3. Playback Document February 2019

YOU SAID… WE DID… PLAYBACK DOCUMENT IN T1 WITH DIRECTION OF TRAVEL FOR T2

WE'RE HELPING FIRST TIME CONECTEES	
You said…	*We did…*
New entrants to the industry are looking for simple guidance	Instead of long guidance documents, we've created a short animation on our website
Emerging customers are not aware of National Grid processes	The video on our new website provides information on ghettoing connected to the Transmission System in England Wales and help with applications to the Electricity System Operator
WE'VE CHANGED OUR STRUCTURE TO PROVIDE MORE CONSISTENCY	
You said…	*We did…*
You want to talk to someone who understand your business	We created a new Electricity Transmission Customer Account Management team, supported by a new customer relationship management system in 2018
You want consistency with the people you interact with – you don't want to explain your business needs and strategy time and time again	Our Customer Account Managers are part of multidisciplinary teams segmented by customer technology. The teams can support customers throughout their entire connections

	journey. Our new CRM system provides continuity where there are handoffs in the process.
WE'RE PROVIDING MORE CLARITY AROUND COSTS	
You said…	*We Did…*
You want to understand typical project costs	In September 2018, we launched a cost calculator tool on the new Electricity Transmission website
You would like an indication of the capital costs to connect without having to make a formal application	The new tool provides an indicative capital cost of connection when considering a direct connection to the National Grid transmission network. This is based on costs incurred by National Grid in undertaking these types of works in the past.
WE'VE CREATED AN ONLINE HEATMAP TOOL	
You said…	*We Did…*
You want access to technical data before you make an application	In September 2018, we launched a capacity heatmap tool on our new website. This tool gives an indication of available capacity on the transmission network in England and Wales. It uses colour gradings to show constraints on the England and Wales transmission network and the areas where a connection is more likely without the need for significant transmission reinforcement.
You want to understand available capacity on the network without having to pay for an application	
WE'VE COMPLETELY REDESIGNED OUR WEBSITE	
You said…	*We did…*
You want a website that's easy to navigate	In September 2018, we launched a brand-new website for Electricity Transmission.
You don't want to spend time trawling through our site to find the information you need	The website has been designed to be much more simple, providing guidance and tools to help you do what you need to do.
WE'RE IMPROVING THE WAY WE COMMUNICATE WITH YOU	
You said…	*We did...*
You want more consistent communications from us and better visibility of your project	This is still a work-in-progress for us. The recently implemented CRM system for our Account Management teams is the first step towards a more digital process for our customers. In the future, you'll still be able to speak with your Account Manager about progress on your connection project, but also have the ability to view this information on your own customer portal.
You want better end-to-end visibility of progress made to date and of the next key milestones	

OUR RIIO – T2 PROPOSALS SO FAR

ENGAGEMENT LOG: CONNECTIONS & CUSTOMER SERVICES

You've told us you want us to:	*So we are proposing to:*
• **provide a simpler, tailored, flexible and co-ordinated approach to connections** • **provide options for a wider range of services** • **provide more information and support upfront before you make an investment decision** • **reduce the volatility and improve the transparency of our charges**	• work closely with you to help deliver the Development Consent Orders (DCOs) needed to move connection projects forward • create a pre-application support framework, so we can give early guidance to potential customers • provide an online customer portal to allow customers to design their own tailored solutions for connections • develop a multi-channel communications approach • work with the ESO and Ofgem to help reduce charging volatility through improvements to the price control framework • update our Network Access Policy (NAP) to improve customers' experiences of outages once you have been connected

5.4 Stakeholder Segments

Stakeholder Segments – Electricity

Segment	Description	Example organisations
Political	Elected officials and advisors; Westminster + Cardiff	MPs, SpAds, Assembly Members
Governmental	Civil service and committees	BEIS, DEFRA, NIC, CCC
Regulatory	Energy and safety regulators	Ofgem, HSE
Consumers	Members of the public, commercial & industrial	Members of public and businesses
Consumers bodies	Members of the public, commercial & industrial	Citizen's Advice, NEA, Which?, MEUC, CBI
Communities	Local councils, community representatives	Greater London Authority, Anglesey County Council
Large customers	Large, often vertically integrated and international	Big 6, Drax, Orsted, Network Rail
Small / new customers	Small, often specialist organisations or non-energy	OVO Energy, Robin Hood Energy, JLR
Network companies	Other regulated energy network companies	UKPN, WPD, NPG, ENW, SPEN, SSEN
New business models	New business exploiting the '3 Ds'	Pivot Power, Limejump
Think tanks & innovators	Elected officials and advisors; Westminster + Cardiff	Energy Systems Catapult, IET, EIC
Interest groups	Groups representing special interests	Green Alliance, Sustainability First,
Academics	Energy specialists and researchers in academia	Imperial College, Exeter Uni., Newcastle Uni.
Supply chain	Developers and suppliers of network assets	Siemens, ABB, Prysmian
Other	Stakeholders not defined in other segments	Media, Consultants, EU bodies, etc.

5.5 Engagement Approach – Spectrum

Approach to engagement – spectrum

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
STAKEHOLDER ENGAGEMENT GOAL	To provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain stakeholder feedback on analysis, alternatives and/or decisions	To obtain public feedback on analysis, alternatives and/or decisions	To partner with stakeholders in each aspect of the decision including development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the stakeholder
PROMISE TO THE STAKEHOLDER	We will: ▪ keep you informed	We will: ▪ Keep you informed ▪ Listen to and acknowledge concerns and aspirations ▪ Provide feedback on how you have influenced our decision ▪ Seek feedback on drafts and proposals	We will: ▪ Work with you to ensure that your concerns and aspirations are directly reflected in alternatives developed ▪ Provide feedback on how you have influenced our decisions	We will: ▪ Work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible	We will: ▪ Implement what you decide

Adapted from the International Association of Public Participation – Public Participation Spectrum, 2007