



**Annex
A10.02**

**Gas RIIO-2
Stakeholder Engagement Strategy
December 2019**

As a part of the NGGT Business Plan Submission

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1. Our stakeholder ambition

Our stakeholders have told us that the opportunity to input into and help shape our business plans is something they would like, and expect, on an ongoing basis. They expect this to be a genuine two-way engagement process, and they expect transparency around how we develop our plans and report progress against them. We understand the benefits to stakeholders, our business operations and reputation from working collaboratively. We also understand that our activities affect many different people whether directly or indirectly and it is important we understand their collective needs. Ofgem has set out its expectations for networks' enduring approach to stakeholder engagement as we move into RIIO-2 and beyond and we are fully committed to this approach of creating stakeholder-led plans and more broadly improving our approach to stakeholder engagement. Through developing our RIIO-2 business plan, we have already seen that we are able to create a better product as a result.

Building on learning and best practice from RIIO-1, learning from others and from building our RIIO-2 plans, our stakeholder ambition during RIIO-2 to deliver our vision of exceeding expectations of stakeholders is therefore four-fold:

- we want to **learn from our stakeholders**, we will involve them through every aspect of our business, from shaping our strategic business priorities, to the day-to-day running of the business, allowing stakeholders opportunity to have their views considered in our decision-making processes
- we will **partner with stakeholders** during RIIO-2 to solve problems and reach solutions that cannot be reached by any single organisation such as the transition to net zero.
- we will work together to **build advocacy** on topics where stakeholders have told us we need to use our position in the energy industry to advise and influence on their behalf, in the wider interests of consumers
- we will **embed** this approach across our organisation and **make ongoing improvements** to the way we engage.

Ofgem has also set out its expectations for networks' enduring approach to stakeholder engagement as we move into RIIO-2 and beyond. These expectations are based around nine criteria, which are listed below along with details of where they are covered in this strategy.

Ofgem criteria (2.8)	Relevant section(s)
The approach should:	
• be strategic and proportionate	3, 4, 7
• be inclusive of all stakeholders	1, 2, 3, 4, 7
• be responsive to stakeholder needs	1, 2, 3, 4
• be ambitious	1, 6
• be transparent	3, 4, 5, 6

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• deliver outcomes that network users and society value at a price they are willing to pay	6
• demonstrate senior-level buy-in and that engagement runs through all levels of the organisation	3, 5
• incorporate and build on the best practice methods learned in RIIO-1 and consider best practice methods employed in other industries	1, 3, 4, 5, 7
• include RIIO-1 engagement initiatives as business as usual (BAU) activities	1, 3, 4, 5, 7

We understand the benefits to stakeholders, our business operations and reputation from working collaboratively. We also understand that our activities affect many different people whether directly or indirectly and it is important we understand their collective needs. We are fully committed to this approach of creating stakeholder-led plans and more broadly improving our approach to stakeholder engagement. Through developing our RIIO-2 business plan, we have already seen that we are able to create a better product as a result.

Our approach to stakeholder engagement will build on the good work delivered in RIIO-1, and particularly on the shift delivered through the involvement of a much broader spectrum of stakeholders in developing the RIIO-2 plan, including a much closer involvement in understanding the overarching consumer landscape and a greater level of partnering than ever before. Importantly, **this will become our business as usual** and help us deliver our RIIO-2 commitments.

2. Engaging our stakeholders is key to meeting our ambition

We define our stakeholders as anyone who has an interest in or is impacted by what we do. **We cannot meet our ambition without working with our stakeholders.**

In order to create stakeholder-led plans, we first need to establish what they expect from us. This is even more important during the transition to a net zero economy, where our stakeholder population is expanding, and their requirements and expectations are constantly changing.

We need to reflect their changing needs in our decision-making processes, including how we set and review our medium and longer-term strategic business priorities, and how we change what we do on a more short-term, tactical basis. By working closely with our direct customers, our wider stakeholder population and the end consumers (both domestic and business), we can meet their needs more efficiently. Having a robust, systematic and coordinated strategic approach to engagement is vital.

3. Our approach to stakeholder engagement

3.1 Being outcomes focused

By following an outcomes-focused approach we will ensure that we are engaging the right people, on the right topics, in the right way, looking at the desired objectives of our engagement and tailoring our approach to best deliver those objectives. We engage at a strategic level to help us establish, review and update our priorities, and on a more tactical level to help us make stakeholder-led decisions.

Our engagement approach is based on the AA1000 Stakeholder Engagement Standard (AA1000SES), an internationally-recognised framework for stakeholder engagement excellence. This framework is based on the principles of:

Inclusivity

Being accountable to our stakeholders and including them in our decision-making processes:

- ensuring we engage with a representative sample of the appropriate stakeholder segments for each topic of engagement
- including the views of consumers, both domestic and business, when gathering insight, and ensuring that relevant subgroups have appropriate representation (for example, vulnerable consumers, stakeholders in different geographical areas or business consumers with different energy requirements)
- develop a coordinated and tailored engagement programme, using different channels to ensure we are reaching all stakeholders, particularly those harder-to-reach stakeholder groups.

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Materiality

Engaging on topics and issues that are most important and relevant to our stakeholders and to us:

- engaging our stakeholders on the most important topics to influence our decisions, actions and performance
- engaging only on topics where stakeholders can genuinely make a difference to our plans, and being clear why stakeholders cannot influence our plans on other topics
- being proportionate in our engagement activities, both in terms of our stakeholders' time and commitment, and when it comes to our own costs and resources
- ensuring identification and prioritisation of topics and issues is evidence based and uses a full range of available sources.

Responsiveness

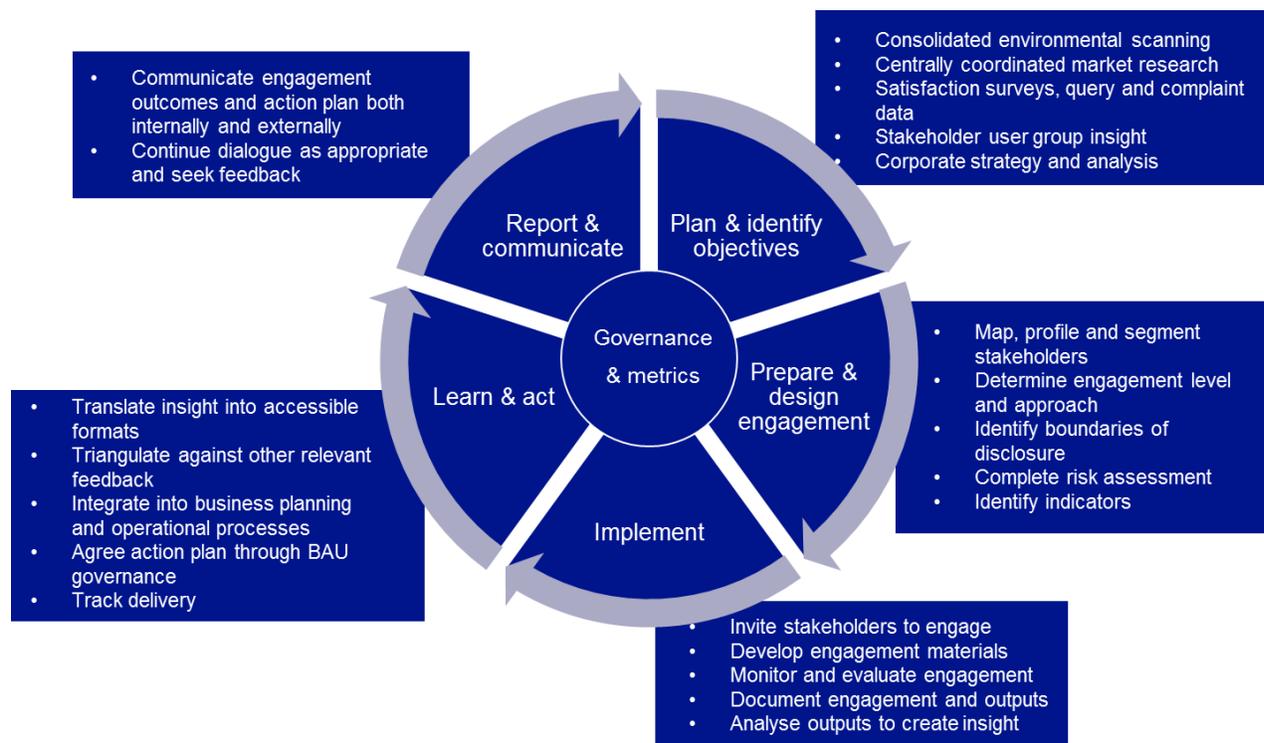
Acting as a result of what stakeholders have told us:

- using stakeholder input to develop our plans, then sharing these plans with stakeholders to check we've understood their requirements and to be transparent throughout this process
- taking responsibility for what we say we'll deliver and doing even better wherever we can
- acting on feedback to ensure we continuously improve to deliver more effectively and efficiently for our stakeholders
- ensuring we are focused on delivering stakeholder and consumer value, in terms of affordability and/or progression towards net zero.

3.2 Being systematic

Since 2016, we have been following the AA1000SES framework to standardise the way we engage across our business. We are guided by its principles and use the detail within it to ensure we are designing, delivering and acting on the results of engagement in a systematic, robust and coordinated way.

Our engagement approach

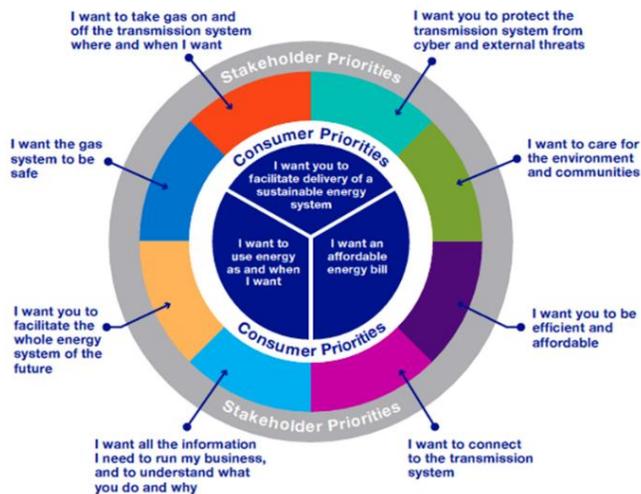


This approach ensures that we:

- **Plan for engagement:** profiling and mapping stakeholders so that our engagement is both inclusive and relevant. Identifying the right channels to use so that our engagement is tailored for different stakeholder segments and purposes.

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- **Prepare and design engagement:** making sure the correct resources are in place to engage with our stakeholders to engage on the right topics at the right time and that we are clear with stakeholders about the overall process and their role within it.
- **Implement the engagement:** communicating with stakeholders so they're invited to participate through the appropriate channels with enough notice, and they're provided with upfront materials as required. Running the engagement in an open, fair and non-biased way, and making sure we accurately capture what stakeholders have told us. Thinking about the format and location of engagement so no-one feels excluded.
- **Learn and act:** gathering stakeholder feedback, developing insight, and integrating this into business planning. Ensuring it can be tracked.



- **Report and communicate:** communicating the outputs of the engagement to stakeholders so we can check we have captured things correctly and so they have the chance to add further thoughts if necessary. Showing what we've changed, explaining how stakeholders' time and effort has been reflected in changes to our business. Ensuring we close the loop to continue transparency.

Robust **governance and measurement** are central to effective delivery and ensure that we make the right decisions at the right level within our organisation. We will measure progress against relevant and challenging metrics, tracking these at our board meetings and sharing updates with our stakeholders.

3.3 Being stakeholder focused at all levels of the organisation

Our engagement provides insight to inform how we need to run our business at both a strategic and tactical level.

Embedding stakeholder views at a **strategic** level is of critical importance to deliver what our stakeholders need from us, particularly in the longer term. This in turn should help to create a successful future for our business. This starts with our board commitment to stakeholder engagement through the charter they have agreed (see appendix 1).

Our current gas stakeholder and consumer priorities

We are committed to using stakeholder engagement as a key input into how we set our **strategic** business priorities. Our leadership teams will engage directly with customers, consumers, other stakeholders and the independent challenge groups and each year, and we will review and update our strategic priorities based on what we hear from our stakeholders.

At a more **tactical** level, we will undertake an annual review of the stakeholder and industry landscape to ensure our internal business planning process reflects the changing needs of our stakeholders. This involves:

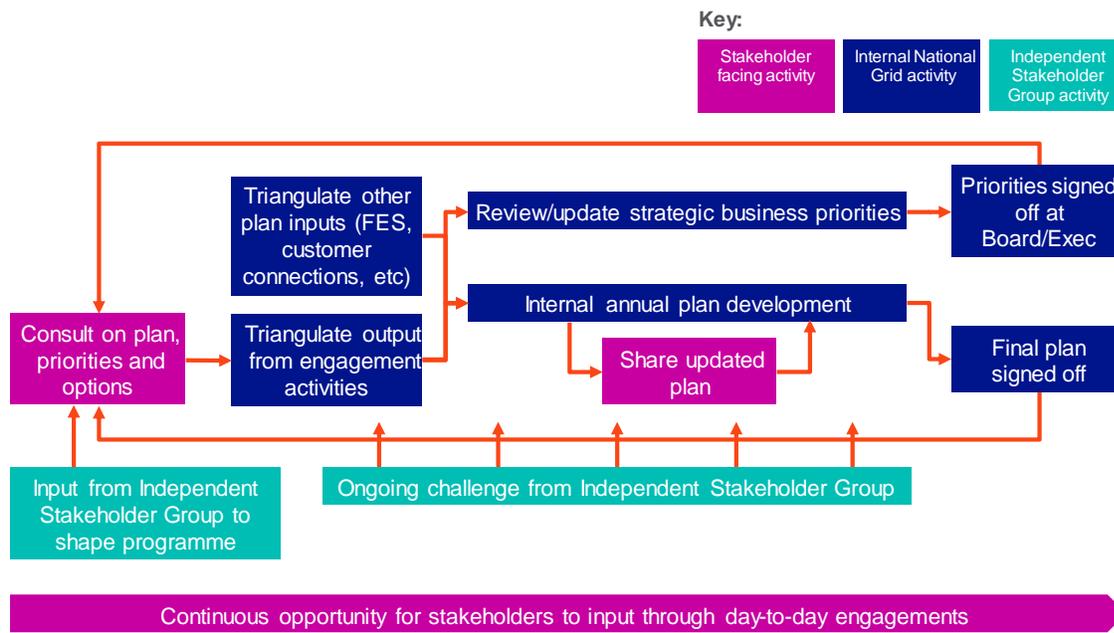
- talking to stakeholders to check our understanding of their high-level priorities for each part of our business. In particular, how their priorities are changing as we move towards net zero
- creating a topic-specific engagement plan for each of our stakeholders' priorities, to ensure we are making the appropriate plans on a short- to medium-term basis and delivering against them

To deliver this, we will use a model of limited 'central' coordination, to manage a repository of all stakeholders to support effective profiling and segmentation, to ensure consistency, to keep up-to-date with proven good practice and to communicate progress against targets. However, it will be the responsibility of employees across the business to identify the need for engagement, plan and execute the engagement, and act on its outputs, based around the AA1000SES framework.

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We will make sure our employees have the additional tools, skills and capabilities required to deliver this. To ensure we continue to embed the cultural shift needed to deliver our stakeholder engagement strategy, stakeholder targets will be included within personal performance objectives where appropriate.

An overview of our strategic and tactical engagement programme



Note: We will ensure will engage on the right topics based on stakeholder and business need as opposed to engaging on the whole plan.

3.4 Giving consumers a voice

We have always had an obligation to efficiently deliver what consumers need from us, but in the past our direct consumer engagement has been limited because of our indirect relationship with them, and because our consumer bill impact is relatively low.

Although those two things haven't changed, consumer expectations are changing. Reliability and affordability are still top priorities, but topics like the environment, supporting communities, corporate responsibility and transparency are now also becoming increasingly important. Understanding consumers' expectations, coupled with ensuring we have a better understanding of consumer trends and how these influence whole system requirements, will shape our plans to deliver what consumers need from us.

We will ensure the consumer voice is heard more loudly and so our approach to engagement now includes, and will continue to include, direct engagement and research with those who use the energy we transport and are impacted by our activity, this includes both domestic consumers and different types of business consumers, many of whom rely on a reliable and efficient energy supply for the success of their business.

We used a range of channels and methodologies to engage consumers to build our business plan and will further develop our consumer engagement programme in the RIIO-2 period. This includes:

- quantitative research with nationally-representative samples of household consumers, including acceptability testing and/or willingness to pay research where appropriate.
- qualitative research to help shape quantitative studies and allow more detailed exploration of certain topics with targeted groups of consumers.
- quantitative and qualitative research with business consumers of all types.
- using consumer trend data and specific research studies to help predict future trends and make sure our plans balance the needs of current and future consumers.

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- using innovative approaches like interactive online ‘gamified’ tools to help explain who we are, what we do, and understand what consumers want from us.
- consumer listening events to hear first-hand what consumers want from us.

Through our programme, by using the appropriate channels and by engaging on the appropriate topics, we will make sure we gather representative insight from:

- hard-to-reach groups (both consumers and other stakeholders)
- vulnerable and/or fuel poor consumers
- different types of business consumers (e.g. high versus low energy dependency)
- current and future consumers

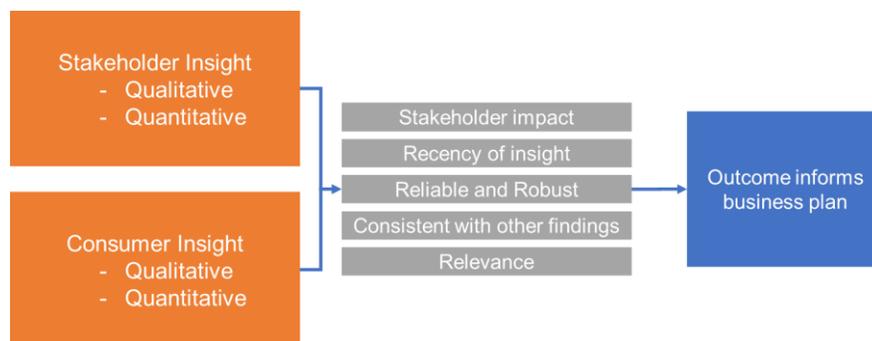
We will triangulate the outputs of this engagement with what we hear from other stakeholder segments as we develop our plans.

4. Triangulating insight through our decision-making framework

Different stakeholder groups and different sources of insight can provide conflicting opinions for some parts of our plan. We use a decision-making framework to help us draw the right conclusions from our engagement, and this uses a principles-based approach, which is simple, transparent and flexible to adapt to different topics and sources of input.

This involves enhancing our existing customer/stakeholder relationship management tools to systematically capture all the input we’ve received, from stakeholders, consumers, research studies or secondary sources, and then assessing it against a set of principles to determine how we shape our plans. This is done on a topic-by-topic basis. The decision-making principles we use are:

- **Impact:** where stakeholders are impacted more heavily by a particular topic, their views are given more weight.
- **Recency:** recent evidence is given more weight.
- **Robustness:** this covers several areas but (for example) insight from a more representative or more informed group of stakeholders would carry greater weight
- **Consistency:** although outlying views are always considered, less weight is given to a small number of conflicting views if the majority of other views are aligned (assessed in conjunction with impact).
- **Relevance:** more weight is given to inputs relating directly to the topic in question, than to more general insights.



5. Retaining the independent stakeholder user group to hold us to account

We see an enduring role for an independent stakeholder user group in RIIO-2 to add significant value to National Grid and our customers and consumers. An effective Stakeholder User Group would be an important part of our broader stakeholder engagement programme; increasing confidence across the RIIO-2 price control, improving transparency and decision-making. These factors play a critical role in ensuring that we deliver on our commitments within the RIIO-2 price control, delivering benefits for consumers and wider stakeholders.

6. We will set ambitious targets and be transparent on our performance

We will set challenging and tangible metrics against which we can be measured, and progress against which can be shared with our stakeholders.

We see measurement falling into three categories:

1. stakeholder insight metrics (e.g. materiality analysis & segmentation statistics)
2. operational engagement metrics (e.g. quality of engagement (currently via AA1000SES health checks) number of stakeholders engaged, appropriate representation and stakeholder satisfaction) and
3. impact and outcome metrics (e.g. plan/decisions changed, £ saved for consumers).

These metrics will ensure we focus on delivering value-adding, efficient engagement, and will include measures of the benefit created for stakeholders through our engagement activities, and the cost of delivering these activities. There is likely to be a reputational incentive linked to delivery of our targets.

7. Applying our engagement strategy

Our engagement strategy will help us deliver for our customers and stakeholders. We have clearly articulated the approach we will take and the benefits this will bring to National Grid and our stakeholders.

Using AA1000SES, our proposed engagement approach for RIIO-2 is designed to gain both strategic and tactical insight in an open, inclusive and transparent way. We will continually seek best practice and improve our engagement approach, but as a minimum we will:

7.1 Stakeholder:

Topics: Our performance, strategic consumer and stakeholder priorities, stakeholder and customer needs, our 2050 strategy, relevant topics to our stakeholders and our engagement approach.	
What it is	Benefits
Geographically spread workshops: Located in areas where our stakeholders operate, annually.	<ul style="list-style-type: none"> • Targeted engagement allows us to tailor our engagement to the needs of the local area • Develops relationships between our customers and stakeholders by bringing together those with a mutual interest in energy • Engage broader range of stakeholders for example those with an interest in their local area
Playback webinars: clarifying what we've heard across all geographies and from consumer engagement	<ul style="list-style-type: none"> • Allows us to validate what we've heard from our engagement across all segments and geographies and gain feedback on our proposals • Enhances transparency as it pulls together findings across all geographies and sectors to give a broader view
Stakeholder listening: Invite stakeholders to talk about the impacts of our actions or inaction. Insight generated from feedback such as Satisfaction Surveys etc	<ul style="list-style-type: none"> • Helps National Grid teams/senior leaders to emotionally connect to the actions that need to be taken to improve Customer and Stakeholder experience
Attitudinal Research: Exploring latent needs, quantifying opinion, proposition testing	<ul style="list-style-type: none"> • Ability to reach broader audience to test emerging hypotheses or to explore latent needs that could not be revealed in a face to face environment. This channel also allows us to collect open opinion in confidence

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<p>Year-round communication: Wider communication channel approach to talk about enduring changes and future developments including newsletters, website updates and social media campaigns</p>	<ul style="list-style-type: none"> Ensures we are open with stakeholders and we promote engagement with a wider audience
<p>Relationship management: 1 on 1 engagement at a strategic and operational level</p>	<ul style="list-style-type: none"> Enables sharing of early opinions and testing support for further issues, which could then lead to broader engagement

7.2 Consumer engagement

We will build on our consumer engagement programme to date to enhance our understanding of best practice in this area and build a deeper understanding of consumers' views. We will deliver annual engagement and research to understand consumers' priorities and views on long-term topics. This will be supplemented by specific engagement on ad-hoc topics as and when they are identified.

<p>Topics: Strategic consumer priorities, value for money, ad-hoc topics to supplement stakeholder engagement.</p>	
<p>What it is</p>	<p>Benefits</p>
<p>Attitudinal research: Nationally representative attitudinal study designed to understand consumers priorities. To be undertaken in Year 1 and 3 to establish priorities and validate plans. Exploratory research to build understanding of latent needs around uses for gas as this may change over time (Domestic and Non-domestic)</p>	<ul style="list-style-type: none"> Helps us understand how consumers prioritise different issues Identifies topics for further engagement Helps to inform future design of the system Source to triangulate other consumer outputs against
<p>Consumer listening: Attended by senior leaders from Gas Transmission, we listen to consumers about the impacts on day to day living and what their expectations are of National Grid Gas Transmission. To be undertaken annually in GB. (Domestic)</p>	<ul style="list-style-type: none"> Gives richness to the insight gained through other research Helps embed consumers views into our DNA Helps National Grid teams/senior leaders to emotionally connect to the actions that need to be taken Allows us to explore strategic and tactical topics of importance
<p>Interactive slider tool (quantitative): A supplementary source of quantitative data asked in an interactive way. Using the tool as the focus of a nationally representative study, consumers can make adjustments to the plans and see the impact on their energy bill. (Domestic)</p>	<ul style="list-style-type: none"> Allows consumers real-time feedback on the impacts of their decisions Gives National Grid good insight on holistic plan and sub topics within the plan Ability to triangulate against other data
<p>Deliberative workshops: Independently facilitated by consumer engagement experts, these are more in-depth engagement techniques using workshops and focus groups. (Domestic)</p>	<ul style="list-style-type: none"> Allows us to explore more complex topics that impact consumers We can use the output from these to shape the direction of our plan and triangulate against other engagement outputs.
<p>Acceptability testing: A nationally representative research study that presents consumers with our business plan to confirm if it delivers what consumers need from the gas transmission system at a cost they're willing to pay. (Domestic/ Non-domestic)</p>	<ul style="list-style-type: none"> Supports the testing of the holistic business plans, this channel will provide quantitative and qualitative insight to help shape our business plan. We will triangulate the results with other consumer research.

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<p>Major energy user survey: An online survey designed to gain insight into the priorities and needs of major energy users. (Major energy users)</p>	<ul style="list-style-type: none"> • Allows us to explore specific topics that are relevant to major energy users • This insight will be used to triangulate against other stakeholder outputs.
<p>Willingness to pay research: A hypothetical study asking consumers to value improvement or reduction in service levels (Domestic and Non-domestic)</p>	<ul style="list-style-type: none"> • We will consider using this where relevant to supplement other research. • We recognise the limitations of this type of research for transmission networks and therefore have not committed any RIIO-2 funding.

7.3 Working collaboratively

We are not alone in the challenges we face. To deliver a net zero energy system by 2050 we are going to need a fresh approach and collaboration across all systems and vectors. By working collaboratively with others, we can deliver more effective and efficient outcomes for stakeholders and consumers.

Who	Why	How
Gas distribution networks	The energy landscape is transitioning to deliver a net zero target by 2050. It's critical that we work closely with our gas distribution colleagues to deliver a gas network that our stakeholders want.	<ul style="list-style-type: none"> • Engagement. We will collaborate on engagement activities to minimise disruption to our stakeholders and deliver a consistent message. • Business. We will work across boundaries to identify and implement whole gas system solutions, delivering additional benefits to consumers • Best practice. Recognising that the distribution networks share many of the same challenges, we will work closely with them to identify and share best practice across our entire business.
Offshore gas industry	The energy landscape is transitioning to deliver a net zero target by 2050. We must work with our colleagues upstream to identify opportunities to reuse or repurpose assets to enable this transition whilst delivering value for consumers.	<ul style="list-style-type: none"> • Business. We will collaborate with parties to identify the best long-term solution whilst continuing to meet current and future needs • Best practice. Recognising that the offshore oil and gas industry share many of the same challenges, we will work closely with them to identify and share best practice across our entire business.
Electricity system operator	With increasing interactions between gas and electricity, we must work closely to further understand these interactions and deliver whole system solutions	<ul style="list-style-type: none"> • Engagement. Where practicable, we will collaborate on engagement and/or share the outputs of our engagement to support the transition to a whole energy system. • Business. We will work with our ESO colleagues to develop the most efficient and effective solutions for consumers
Electricity transmission owners	With increasing interactions between gas and electricity, we must work closely to further understand these interactions and deliver whole system solutions	<ul style="list-style-type: none"> • Engagement. Where practicable, we will collaborate on engagement and/or share the outputs of our engagement to support the transition to a whole energy system.
Environmental regulators	Delivering the governments net zero target will require us to think holistically about our emissions as well as how we	<ul style="list-style-type: none"> • Business. We will work closely with our environmental regulators to ensure we deliver tactical and strategic solutions that bring net

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	enable the decarbonisation of GB	benefit to the environment whilst delivering consumer value
HSE	During this time of unprecedented change, we must keep a laser focus on safety	<ul style="list-style-type: none"> Business. We will work closely with our safety regulator to ensure we continue to deliver world class safety performance.

7.4 Hard to reach

A key area of focus is ensuring that we achieve **representative coverage** of our stakeholders through our engagement, including **hard to access stakeholders**. We are therefore planning to further enhance our approaches to both encourage stakeholders to engage and to allow stakeholders to engage in a way that works for them. The table below shows root causes of poor engagement and our proposed methods for addressing these issues.

Type	Description	How we are taking this into account
Lack of resource	Engagement can be costly either in people (sending people to events etc) or in travel and accommodation.	Undertaking a variety of techniques to allow stakeholders to engage in a way that works for them. Utilising BAU engagement where possible so as not to create additional burden. Creating material that can be viewed and engaged with as and when e.g. webinars, videos, newsletters and surveys.
Lack of capacity	Certain times of the year will see different stakeholders inundated with work. This makes them less able to engage with us.	Before arranging an activity, we will check that it isn't going to clash with other activities, and it avoids times of the year that are particularly busy for our stakeholders. We will also give plenty of advance notice of upcoming engagement.
Lack of awareness	Not being aware that an engagement activity is being planned or not being aware of to how to get involved.	Regular newsletters and targeted emails are issued to stakeholders highlighting and reminding them of upcoming engagement. Engagement material is also shared during BAU meetings
Lack of Knowledge	Do not have enough information about the topic to give an informed view or decision	In addition to continuing to build awareness of National Grid Gas and what we do, we will begin any engagement with an overview of the topic being covered. We will use plain English and check understanding throughout.
Lack of interest	Are not interested in the topic in question and therefore unwilling to commit time and energy to engage	We will ensure we articulate the purpose of engagement including 'what's in it for stakeholders?' If stakeholders are still not interested, we will respect their view and keep them informed.

We are also aware that the inherent complexity of the topics that we engage on require that our communications and reporting are clear. We are currently looking at how we can further improve their clarity and relevance to different stakeholder groups.

This engagement approach will be reviewed and updated continually throughout the year.

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Appendix 1: Board stakeholder charter

All members of the NGGT board signed the charter below in November 2019 to show their ongoing commitment to us being a stakeholder-led business.

NATIONAL GRID GAS TRANSMISSION BOARD STAKEHOLDER CHARTER

This charter is based on our RIIO-2 stakeholder strategy

Ambition

- We want to **learn from our stakeholders**, we will involve them through every aspect of our business
- We will **partner with our stakeholders** to support the transition to net zero, to solve problems together
- We will work together to **build advocacy** on topics where stakeholders have told us we need to use our position in the energy industry to advise and influence on their behalf, in the wider interests of consumers
- We will **embed** this approach across our organisation and **make ongoing improvements** to the way we engage.

Approach

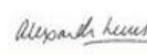
We will:

- Be outcomes focused
- Ensure inclusivity, including with hard to reach and vulnerable stakeholders
- Focus on materiality (focusing on topics most important and relevant to our stakeholders)
- Be responsive and systematic
- Be stakeholder focused at all levels of the organisation
- Give consumers a voice
- Triangulate insight appropriately
- Retain an independent stakeholder group to hold us to account
- Be transparent in our performance against defined targets

Commitment of the Board

- We recognise that engaging our stakeholders is key to delivering our vision to exceed the expectations of our stakeholders, both now and in the future. Therefore as Board members we will commit to:
 - the ambition and approach outlined in the stakeholder strategy
 - approving the stakeholder-led business priorities on an annual basis
 - tracking and monitoring key stakeholder engagement performance metrics twice a year
 - being actively involved in stakeholder engagement activities
 - assuring that across our business, at all levels, we continue to build and further embed stakeholder engagement

Signatures to the charter

Nick Shaw  Chris Beckett  Alan Foster  Futa Seye   Clive Elphick  Alexander Hunt

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Appendix 2: Draft engagement topics

Please see our proposed list of engagement topics for RIIO-2.

Priority	Topic	Outcome	How	Who
Overarching	Consumer and stakeholder priorities	Challenge and review current priorities to ensure we are focusing on and adapting to the changing needs of our stakeholders and consumers Establish new priorities for next 12 months	Continually through CSat surveys Annual workshops Playback webinar SUG challenge	All stakeholders Stakeholder user group
		Understand consumers views on key topics to help shape consumer priorities	Attitudinal research Consumer listening	Domestic and non-domestic consumers
	2050 strategy	Understand and stakeholders' views on long-term issues	Annual workshops, workshops, Playback webinars	All stakeholders
		Understand consumers' views on long-term issues such as decarbonisation	Attitudinal research Deliberative research	Domestic and non-domestic consumers
	Network capability	Understand stakeholders' needs of the network	1-1's, webinars, trade meetings, surveys, webinars	Customers, GDNs, Ofgem, BEIS, HSE, consumer representatives
		Understand major energy users' needs of the network	Surveys, 1-1s, webinars	Major energy users
	Deliverability of our business plan	Understand stakeholders' views on whether our proposed approach to deliver the plan meets their needs	1-1's, webinars, trade meetings, surveys	Customers, Major energy users, Ofgem, GDNs
	I want the gas system to be safe	General performance and expectations	Understand stakeholders' expectations of NG around safety performance	Annual workshops Attitudinal research
Understand consumers' expectations of NG around safety performance			Attitudinal research, 1-1s	Domestic and non-domestic consumers, consumer representatives
I want to move gas on and off the transmission system where and when I want	Outage plans	Develop a long-term plan with stakeholders that delivers stakeholders needs whilst allowing us to undertake maintenance work	Industry forums, 1-1s, webinars	Customers, major energy users, GDNs
	Asset health plans	NARMs – sharing best practice. Supply chain engagement.	1-1s, industry forums	Customers, trade bodies, HSE, Consumer reps, GDNS

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		Collaborative working with other networks.		
	Asset management capability	Understand stakeholders' expectations of what level of asset management capability we should have. Share best practice Partnership to deliver improved asset management capability across networks.	Industry forums, 1-1s	Trade bodies, GDNs, Customers, HSE, Ofgem, BEIS
	Blackrod	Local engagement on delivery of pipeline. Outcomes to be scoped post business plan decision	TBC	Ofgem, local authority, impacted customers, BEIS, HSE,
	Bacton	Continue targeted engagement to deliver project. Plan to be developed post business plan decision	TBC	Impacted customers, local authority, local supply chain, EA, HSE
	Kings Lynn	Local engagement on delivery of project. Outcomes to be scoped post business plan decision	TBC	Impacted customers, HSE, EA, local authority, supply chain
	Climate resilience	Develop an approach to maximise our land to alleviate the risk of flooding to our equipment and the local community	Forum, webinars, 1-1s, Consumer engagement	Environmental interest group, environmental regulators, GDNs, local communities, BEIS
I want you to protect the Tx system	Expectations of NGG	Understand stakeholders' expectations of NG 's role in protecting the energy industry from external threats	Annual workshops	Consumers, BEIS, customers, trade bodies, consumer reps,
		Understand consumers' expectations of NG 's role in protecting the energy industry from external threats	Consumer listening, Slider tool	Domestic consumers
I want you to care the environment and communities	MCP – progress, updates Reopeners	To be defined post business plan decision. Must include keeping stakeholders informed of progress and gauging stakeholder views on performance	Webinars, 1-1 with Env Regulators, Annual workshops	Env regulators, Ofgem, Env interest groups, customers, trade bodies,
	Sustainability targets and aspirations	Stakeholders' expectations of our group targets Share our performance	Annual workshops Via SHS channels	All stakeholders
	Theddlethorpe (might be in facilitating the	Clear strategy agreed with stakeholders	Webinars, 1-1s	Local community, local authorities, OGA,

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	future depending on strategy)	Local engagement on delivery		innovators, impacted customers
	Our role in being a responsible business (including our role in supporting vulnerable consumers)	Develop strategy with stakeholders (inc SUG) Visibility of progress against strategy Report and challenge performance and effectiveness	Workshops, 1-1s, social media, annual report, Annual workshops	All stakeholders
	Emissions management	Report and challenge performance and effectiveness of projects to reduce emissions	1-1s, Annual workshops	Env regulators, Ofgem, Env interest groups, customers, trade bodies
I want you to facilitate the whole energy system of the future	Whole energy system	Develop a strategy with other networks and industry participants to establish a whole energy system. Share and gain feedback on strategy from wider stakeholders Report our progress in delivering strategy	TBC	GDNs, other network owners/operators All stakeholders
	Decarbonisation of energy	Exploratory research		All stakeholders and consumers
	Decarbonisation of heat	Exploratory research		All stakeholders and consumers
	Capacity and balancing systems	Continue engagement throughout delivery of new system and services	Industry forums, 1-1s, webinars, workshops	Customers, Ofgem
	Innovation	TBC		Innovators, GDNs, other network owners/operators, trade bodies
	Innovation	Level of innovation expected of NGG, What areas should we be innovating	Attitudinal research, consumer listening, slider tool	Domestic and non-domestic consumers
	I want all the information I need to run my business and to know what you do and why	Who we are and what we do	Continue to raise visibility of the role NGG plays in the energy industry and of the industry as a whole	Social media, articles, conferences, consumer engagement
Information provision		Continue to engage on the information and data provide as projects are developed and delivered	Industry forums, 1-1s, webinars, online collaboration tool	Customers, academics, BEIS
Transparency and reporting		An understanding of what our stakeholders expect us to report on and when	Annual workshops, 1-1s	All stakeholders

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I want to connect to the Tx system	Milford Haven project	Local engagement on delivery of project. Outcomes to be scoped post business plan decision	Workshops, town halls, community events, 1-1s, social media	Impacted customers, local authorities, env regulators, HSE, local communities, Ofgem, BEIS
	Connections process	Continue engagement to improve connections process	1-1s, industry forums, liaison visits	Customers
I want you to be efficient and affordable	Delivering an efficient business plan	Reporting on progress against performance metrics	Annual workshops, industry forums	All stakeholders
	Delivering consumer value	Do consumers believe we deliver value for money? Level of acceptability for our annual plans	Slider tool Acceptability testing Listening	Domestic, non-domestic, major energy users

Appendix 3: Cost of engagement proposals

Activity	Estimated costs for RIIO-2 total
Engagement activities:	£130k
- Geographically spread workshops	
- Playback webinars	
Consumer research	£260k
Resources	£300k
Enduring stakeholder user group	£160k
TOTAL	£850k