

Early Competition Plan

Stakeholder Workshop Summary 4th-19th May

June 2020

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Introduction

In May 2020 National Grid ESO facilitated a series of virtual workshops on key topics seeking stakeholder views to inform the development of the early competition model. The ESO intends to reflect some of the feedback from the workshops in the proposed end-to-end model and initial consultation to be issued in July 2020.

The workshops targeted three subject areas each divided into three sub-topics:

Tender Technical	Tender Commercial	Solution Delivery and Operations
Early competition criteria, what could be competed?	Procurement process steps and timelines	Preliminary works
Evaluation of technical element of proposals	Evaluation of commercial elements of proposals	Construction works and commissioning
Provision of information to allow proposal development	What winners win and how risk is allocated?	Operation, maintenance and decommissioning

The feedback is presented across the three subject areas:

1. Tender Technical
2. Tender Commercial
3. Solution Delivery and Operations

Following the workshops, we sent attendees a survey to gather feedback on what went well in the workshops and what we can improve. Results from the survey are included at the end of this report.

This document consolidates the key messages from stakeholders for each webinar. Stakeholders are invited to send any additional feedback or comments to:

box.earlycompetition@nationalgrideso.com

Tender Technical - Early Competition criteria, what could be competed?

The focus of this webinar was on assessing the eligibility of needs/projects for early competition.

Criteria



ESO asked the stakeholders to express their views on what are the most appropriate evaluation criteria.

Stakeholders felt the size of the project is a key criterion; if the project is too small, the market appetite may be lower. However, for smaller companies, there would be value in tendering smaller projects. The tender process should also be tailored to the project size.

Some stakeholders noted that placing a lower limit is not necessary and schemes which are worth between £10m and £20m can still deliver value for customers. The stakeholders noted the importance of a strong project pipeline for the market to engage with the early competition model.

The certainty of the need was identified as a key factor in selecting projects for early competition as was the urgency of the need.

Process



ESO asked the stakeholders to express their views on the project identification process.

Stakeholders commented that the work currently carried out by the Transmission Owners (TOs) under the Network Options Assessment (NOA) process may give the TOs an unfair competitive advantage during the tender process. For this reason, the interaction of the TO and the ESO during the process will be critical.

Stakeholders noted that clarification was required on how early competition would work with the ongoing ESO pathfinders, and which is the best route for bidders. There was a concern among stakeholders how the TOs can continue to discharge their existing obligations while participating in the competition.

The incumbent TOs noted that they should have an active involvement in the process of assessing the eligibility of projects as they need to ensure that the solutions are deliverable and enable them to continue to meet their licence obligations.

Stakeholders also noted that early identification of the need (10+ years before procurement) would enable innovative non-network solutions to be developed.

Tender Technical - Evaluation of technical elements of the proposals

The focus of this webinar was on the technical evaluation criteria to assess bidders' proposals.

Innovative Solutions



ESO asked the stakeholders how to ensure innovative solutions are deliverable and whether a feasibility study stage should be included.

Stakeholders believe that the procurement model should be open to innovation but that the key intention of the competition should be to reduce costs whilst ensuring deliverability.

Some stakeholders thought bidders should be prequalified before they are required to complete feasibility studies. They discussed if the feasibility study could be completed as a standalone process to assess suitability of solutions/technologies for the network and not tied to a specific need.

It was noted that the timing and scope of a feasibility study will have a direct impact on the process.

The stakeholders highlighted some overlaps between the design and engineering evaluation criteria.

Evaluating the Solutions



ESO asked the stakeholders to express their views on how solutions should be evaluated, and which elements are most important.

Stakeholders noted that the evaluation criteria are critical to realising value for consumers. The rationale being bidders will develop their designs to meet the criteria rather than based on consumer engagement or feedback.

The key criteria that should be assessed is whether the solution meets the output required. They also noted that there is a balance between innovation and reliability of designs.

Roles and Responsibilities



ESO asked the stakeholders to express their views on what role different parties might play in the technical assessment.

Stakeholders acknowledged that the TOs will need to be engaged in the process as there are a wide range of technical issues and interfaces with the existing network that will require TOs involvement during the process.

Some TOs noted that they expect to have a role in the technical assessment and suggested that they could act as a party of last resort, given that this could be captured under the TOs licence obligations.

Potential investors are particularly concerned about the challenges arising from the TOs role in the current form. Their view was that ring-fencing (within the TOs) might not bring much comfort for the bidders and a ring-fenced bidding entity of a TO would need stringent separation governance and reporting to ensure a level playing field.

Tender Technical - Provision of information to allow proposal development

The focus of this webinar was on provision of network related information to allow tenderers to develop their bids.

Need description



ESO asked the stakeholders about their preference on the communication of the need.

Stakeholders were concerned that any information in the very early stage would be too uncertain and could change. They noted that market engagement could be started at the very early stage to inform the tender process.

Generally, stakeholders noted the need for provision of as much information and as early as possible at the start of the tender.

Stakeholders were of the view that exploring the need at a very early stage should not require a substantive amount of investment and time.

Primary information and modelling



ESO asked the stakeholders to express their views on what type of network related information bidders will need to have access to enable them to develop a technical proposal

A list of the required information was presented and confirmed by stakeholders as appropriate. Stakeholders also confirmed that more detailed technical information e.g. harmonics, boundary interfaces, are all key, and will be required at the point of detailed design.

Supporting information



ESO asked if the bidders would require additional supporting information to create a technical solution.

Stakeholders see the sharing of a cost benefit analysis tool as beneficial to provide them some insight.

Tender Commercial - Procurement steps and timelines

The focus of this webinar was on the procurement process.

Pre-tender activities



ESO asked the stakeholders to express their views on what are the required pre-tender activities.

Stakeholders identified the need for a feasibility study stage before formal procurement. Bidders felt that the feasibility study should be allowed to be done by a wide range of specialists. Stakeholders felt there will be benefit in market engagement events or an industry forum run by the ESO (or similar third party or Ofgem) to help bidder networking in the initial stages of the early competition to stimulate and create a large bidder pool.

Pre-qualification



ESO asked the stakeholders to express their views on the pre-qualification requirements and timeline.

Stakeholders highlighted the need for the process to be run by a single party from the start to finish to ensure accountability and consistency. Stakeholders proposed a staggered tender process to get an idea which direction the feasibility studies are heading.

Stakeholders believe that 'passporting' of prequalification provides efficiency in the procurement process. However, stakeholders noted that a 'one size fits all' approach may not be appropriate for all projects. It would require a robust process to ensure that the right bidder(s) are successful.

Stakeholders also believe that a flexible tender process approach would open the process to a larger group of bidders.

Stakeholders are of the opinion that financial investors' engagement at an early stage will be challenging and there may be low interest in the market if investors will be asked to hold their terms.

Cost evaluation



ESO asked the stakeholders to express their views on how the costs should be evaluated and what is the most appropriate tender stage to assess the costs.

Stakeholders thought that bidders need to provide cost effective solutions and therefore it is important to bring cost analysis early in the process. The whole life costs of the project should be scrutinised, not just design, and the cost evaluation should be incorporated at the earliest possible stage.

The costs analysis also needs to be run consistently across different potential solutions, which might be challenging to complete in one Invitation to Tender (ITT) stage. Therefore, a two-stage ITT process with a soft boundary between the stages can allow sufficient flexibility in the process to tailor the process for smaller projects, although it may involve more work.

TOs believe that the revenue stream needs to have in-built flexibilities comparable to the TOs' regulatory models to ensure a level playing field.

Tender Commercial – Evaluation of commercial elements of the proposals

The focus of this webinar was on the commercial evaluation criteria to assess bidders' proposals.

Pre-qualification



ESO asked the stakeholders to express their views on what areas should be assessed in the pre-qualification stage.

At this stage, potential bidders would like to have pre-tender conferences that may be useful to help consortia form, especially in a new sector. Stakeholders noted that the time required to form consortia should not be underestimated.

Stakeholders felt that there should be some assessment of technical readiness, but this should not deter innovation. Economic and financial standing criteria should not penalise start-up companies.

An early engagement on potential solutions is needed to help innovation. The pre-qualification stage needs to assess credibility but not deter innovative bids.

Potential bidders believe that, for innovative solutions, some form of technical validation/feasibility study before tender launch would be helpful for smaller bidders in building consortia.

ITT bid submission content



ESO asked the stakeholders what costs they would expect to be submitted and how cost uncertainty would be managed.

Stakeholders believe that the scale of the project may require different interactions with the network and different information required from the bidders. Some stakeholders thought that deciding when bidders will need to commit to final costs is key.

The evaluation should consider whole life costs/benefits and wider system impact. Potential bidders highlighted that fixing costs at an early stage of the competition will lead to risk premium as that uncertainty would be priced in the bids.

ITT weighting



ESO asked the stakeholders to express their views on the approach to ITT evaluation and what should be the respective weight of commercial criteria and technical criteria in the bids' evaluation.

Stakeholders generally support the idea of a "panel" (of different experts to do the evaluation) but noted that the governance and make-up of the panel was key to creating trust and confidence in its decision making.

Stakeholders wish to add a project delivery capability to be added to technical and commercial tests.

Stakeholders highlighted that the weighting of the scoring system will largely be dependent on the type of need and solution and defining the technical requirements will be particularly challenging.

For cost assessment, the stakeholders believe that the 'economic and efficient' assessment of cost is too uncertain and that the open book and incentives approaches are better. The stakeholders appreciate the challenge in making a cost assessment post preliminary works. Qualitative and quantitative assessment may need to be separated to allow designs to be assessed.

Tender Commercial – What winners win and how risk is allocated?

The focus of this webinar was on what is awarded to the winner of the procurement process and the risk allocation between the stakeholders.

Revenue model



ESO presented several options for the revenue model and asked the stakeholders to express their views on which option would be the most suitable.

The stakeholders generally agree that a tender revenue stream (TRS) model is a simpler and more flexible revenue model. Furthermore, they generally think that a TRS model may be more appropriate for a single/discreet asset or solution (as is being considered for early model procurement), rather than a portfolio of assets.

Potential investors believe that all bidders, including those with an existing regulated asset base (RAB), should get the same revenue model for any successful bid to ensure a level playing field.

Licence or contract



ESO asked stakeholders for their views on licences and contracts

ESO asked the stakeholders whether they would prefer the winner to be awarded a licence or a contract.

They generally responded that a licence would be in line with the existing TOs situation for network solutions, but that contracts may be needed for non-network solutions.

Duration



ESO presented several options for the contract duration and asked stakeholders which option would be the most suitable.

The stakeholders believe that if the aim is to get the lowest financing cost then the duration should be set to a term that is most financially efficient.

They pointed out that it is unclear how you compare solutions with different asset lives or secondary benefits.

If an asset has a longer life than the licence/contract, then the stakeholders believe that it is most likely that bidders will look to recover all their costs in the licence/contract period (unless the licence/contract provides for residual value or has other suitable arrangements).

Incentives



ESO asked the stakeholders to express their views on what areas should be incentivised.

The stakeholders highlighted that the incentive regime must be technology neutral and not be seen to favour network or non-network solutions.

They also believe that bidders need to be incentivised to give accurate costs at bid and cannot have total flexibility to pass through cost increases.

Risk allocation



ESO presented examples of the key risks that must be addressed and asked the stakeholders to consider risk allocation within this process including which party is best placed to manage risk.

Stakeholders discussed many potential risks to consider for early competition including the need no longer being required or materially changing once the tender has concluded, ground conditions, third-party interfaces, construction, outages, connections, commodities, inflation and force majeure. Stakeholders were particularly concerned about need change or disappearance risks, as well as land and consenting risks.

Solution Delivery and Operation - Preliminary works

The focus of this webinar was on the preliminary works stage. It covered payment options, incentives and risk allocation related to preliminary works.

Payment options



ESO presented different options for payment that it is considering for early competition and asked stakeholders which option would be the most suitable.

Some stakeholders noted that regular, milestone-based payments during preliminary works would help keep costs down, in particular for smaller companies that are not well placed to bear the cost of preliminary works. Those stakeholders also noted that this can also potentially help to keep costs lower and be fairer on contractors.

Incentives



ESO asked the stakeholders what areas the incentives should focus on.

Stakeholders believe that incentives should focus on creating tangible benefits/savings over and above business-as-usual. Incentives should be around managing risk effectively during the preliminary works phase.

Stakeholders generally felt preliminary works incentives would not be required considering the same party will go on to undertake solution delivery works at the next process stage.

Risk allocation



ESO asked the stakeholders to express their views on who should bear the key risks.

Some stakeholders consider that the main risk is late delivery of preliminary works.

The incumbent TOs are concerned about a potentially significant reputational risk for them as the project's stakeholders may not be able to distinguish between actions of successful bidders and TOs.

The potential investors believe that it is not efficient for the bidder to carry all preliminary works risk and that it may be better value for money for consumers to take on some risks.

They also agree that consenting is the biggest risk, as the process can take a long time, as for an overhead transmission line project, for instance.

The same party doing the preliminary works will also construct the asset, so there are inbuilt incentives.

Solution Delivery and Operation - Construction works and commissioning

The focus of this webinar was on the construction and commissioning stages.

Risk allocation



ESO asked the stakeholders to express their views on who should bear the key risks.

The stakeholders highlighted that the risk profile would be very different for an integrated and a radial solution to the transmission need, especially in relation to interface risks.

The incumbent TOs were concerned about a potential risk to their reputation if there are performance issues following third parties working on the network.

Potential investors considered that bidders should be able to take on certain risks, including some of the consenting risk, compliance, design, subcontractor failures, commissioning process failures, and financing.

A need change during the construction period was flagged as a key risk and stakeholders felt that consumers should take on this risk rather than bidders, but only if the need change was due to factors outside of the control of the bidder e.g. as a result of changes to the underlying need which was originally tendered.

Payment



ESO presented different options for the payment mechanism and timescales.

The stakeholders believe that how the payment is structured will determine what financing is available.

Stakeholders recognised that starting revenues at operation would strongly incentivise timely completion. They also noted that where there was a very long construction period (3-4 years or more) it may be appropriate to make some payments during construction.

Incentives / Penalties



ESO asked the stakeholders to express their views on the incentive and penalty mechanisms.

Stakeholders believe that the incentives should be tangible and measurable. Stakeholders generally agreed that payment upon completion/commissioning would be a strong incentive for timely, quality completion.

Smaller companies highlighted that a penalty such the penalty similar to the RIIO-2 mechanism being considered by Ofgem for late delivery might deter bidders.

Commissioning process



ESO asked the stakeholders to express their views on the commissioning process.

For stakeholders, they believed that acceptance into the network should follow established procedures.

Solution Delivery and Operation - Operation, maintenance and decommissioning

The focus of this webinar was on the operation, maintenance and decommissioning stages.

Risk allocation



ESO asked the stakeholders to express their views on the risks related to operation, maintenance and decommissioning.

Stakeholders were concerned about the risk of the need changing, especially if the procurement starts early and wondered if the ESO would compensate the preferred bidder if the need disappeared.

They felt that the risks associated with a change in need must not be allocated to the successful bidders, along with force majeure and change in law.

Incentives



ESO asked the stakeholders what areas should be incentivised.

The stakeholders queried how the availability incentive would be set and what type would be best, but they agreed that an availability incentive would be required. They believe that the arrangements must be set out in the licence/contract upfront.

Decommissioning factors



ESO asked the stakeholders to express their views on the decommissioning phase.

Many stakeholders questioned the need for security associated with decommissioning and there were mixed views on the extent to which decommissioning should be considered as part of the tender process.

Some stakeholders noted that decommissioning arrangements should be aligned with Ofgem's future decision on the OFTO regime.

Parked Items

The recent development of the Covid-19 presents a challenging period for the planned stakeholder engagement. As a result, the initially planned working group workshops were changed to a series of small and more frequent webinars. During these sessions, we noted that there were several overlaps between the sessions, and stakeholders have raised comments and questions that we were planning to discuss in other sessions. In addition, some stakeholders raised questions that we were not able to address during the webinar. These items were then car parked by us for future consideration.

The table below presents these Items and ESO's plan how to address these items.

Session	Topic	Next Steps/Action
Tender Commercial Procurement process steps and timelines	<ol style="list-style-type: none"> 1. What is the optimal number of bidders at ITT stage 2? 2. There needs to be a balance between the best solution and the best provider. The best solution will not always be proposed by the provider best able to deliver it. Could that be addressed (mainly in relation to prequalification criteria)? 3. Can the ESO provide a view on the technology/feasibility of a solution? 4. To what degree should bidders be allowed to bring in new consortia members or supply chain during the procurement process? 5. Can ESO or other party undertake feasibility studies as part of the pre-tender activities? 	<ol style="list-style-type: none"> 1. We will indicate the number of bidders we are expecting at each tender stage in the initial consultation. 2. The design only competitions (taken forward under network innovation and not this project) will seek to find the best solutions. This issue will be further discussed in the initial consultation. 3 - 5. These topics were discussed in other sessions and will be addressed in the initial consultation.
Tender Commercial What do winners win and how is risk allocated?	<ol style="list-style-type: none"> 1. Would the TRS provide for income adjusting events as a pass-through cost item? 2. Will the ESO communicate which elements of the TRS will be passed through (e.g. decommissioning costs)? 3. If the contract length is not the same as asset life, what happens to the asset at the end of the contract period? 4. What happens if at the end of the contract period, the asset life if the need is still there – do you re-tender or refurbish the asset? 5. Are bidders compensated for bid costs if the need changes during procurement? 6. What if you don't need the asset for the entire period (if the need changes)? 7. Do bidders need a licence for the pre-construction stages? 8. How will the procurement process align with the licence award process? 	<p>1- 8. All topics were briefly discussed in the session and the ESO plans to start to address these topics in the initial consultation.</p> <p>We will further consider these topics as part of future thinking and development of the Early Competition Plan.</p>
Tender Commercial Evaluation of commercial elements of proposals	<ol style="list-style-type: none"> 1. Consortia should be evaluated collectively as members will have different skills but also consortia should be allowed to change. How can this be managed? 2. Exactly what pre-tender activities would be useful for early competition e.g. expression of interest, test sites, feasibility studies, technical Q&A etc? 3. Will projects be tendered solely for non-network solutions? What impact would that 	<p>1 -5. These topics were discussed in other sessions and will be addressed in the initial consultation.</p> <p>6 - 7. These topics were briefly discussed in the session. We will further consider these topics as part of future thinking and development of the Early Competition Plan.</p>

Session	Topic	Next Steps/Action
	<p>have on the evaluation criteria and on the qualities you are looking for in bidders?</p> <p>4. Need to make sure that the process does not unduly exclude small start-ups.</p> <p>5. Need to consider how technical deliverability can be assessed alongside the cost implications on the consumer.</p> <p>6. Will bidders be able to sell the asset/licence? At what point would this be allowed?</p> <p>7. Should financial position of the bidders consider bidder's experience or capability?</p>	
<p>Tender Technical Early Competition Criteria, what could be competed</p>	<p>1. How will multiple smaller projects which meet the need will be treated?</p> <p>2. What is the difference/interaction between the early competition model and the pathfinders model?</p> <p>3. Can the tendering process and the existing network planning process be run in parallel?</p> <p>4. Does the ESO have the capabilities to identify suitable projects by itself?</p> <p>5. Forward looking assessment should look beyond 10 years.</p>	<p>1 - 4. These topics will be addressed in the initial consultation.</p> <p>5. We noted this feedback, however we consider this topic to be beyond the scope of this project.</p>
<p>Tender Technical Provision of Information to allow proposal development</p>	<p>1. Is there a reference solution and are the bids compared against it?</p> <p>2. Can bidders provide network and non-network elements of their solution?</p> <p>3. How will interface problems be included as part of the bids?</p> <p>4. What is the value of running a very early competition if a viable reference design is already available? Should we be thinking about how to monitor early competition?</p> <p>5. Value of running Early Competition if a viable reference design is already available</p> <p>6. Will TO receive compensation for work done, if competed?</p>	<p>1 - 5. These topics will be addressed in the initial consultation.</p> <p>6. We will further consider this topic as part of future thinking and development of the Early Competition Plan.</p>
<p>Tender Technical Evaluation of technical elements of proposals</p>	<p>1. Can feasibility studies happen before the PQ stage, and if so, then are they likely to shorten the overall process?</p> <p>2. How will service and maintenance outages be taken into account in the evaluation? Can the tenders propose change to the scope of the need during the tender process?</p> <p>3. Can bidders propose their approach to payment mechanisms?</p> <p>4. Under what circumstances would preliminary works payments be allowed?</p> <p>5. How do we ensure that interface information that the TOs have would not give them an unfair advantage?</p> <p>6. What level of feasibility study would need to be undertaken before the ITT stage?</p> <p>7. How do we ensure that the evaluation criteria do not go excessively above and</p>	<p>1 - 7. All topics will be addressed in the initial consultation.</p>

Session	Topic	Next Steps/Action
<p>Solution Delivery & Operations Preliminary works</p>	<p>beyond what is currently required of the TOs?</p> <ol style="list-style-type: none"> 1. Is there a backstop solution if the tender process fails? 2. Will bidders be allowed to submit multiple initial designs at ITT stage 1? 3. Allowing bidders to propose financial terms can be more efficient in terms of cost to customers but can enormously complicate the procurement process. There is a need to balance innovation and standardisation of the process. 	<p>1 - 3. All topics were briefly discussed in the session and ESO plans to start to address these topics in the initial consultation.</p> <p>We will further consider these topics as part of future thinking and development of the Early Competition Plan.</p>
<p>Solution Delivery & Operations Construction works and commissioning</p>	<ol style="list-style-type: none"> 1. Non-network solutions could be commissioned through the existing commissioning process with some adaption. 2. How will damages from the contractors be passed through to the counterparty/ consumers? 3. How are technical risks which are not borne by the bidder addressed? 4. How are conflicts of interest in terms of wider projects managed? 5. Will risk allocation vary depending on whether it is a contract or a licence? 6. How much expectation is there on bidders to do their own technical due diligence during the process? 7. For which projects/bidders should earlier/ preliminary works/ construction payments be given to? 8. How will ESO ensure that time related incentives are not triggered when the delays are not bidders' fault? 	<p>1 - 8. All topics were briefly discussed in the session and the ESO plans to start to address these topics in the initial consultation.</p> <p>We will further consider these topics as part of future thinking and development of the Early Competition Plan.</p>
<p>Solution Delivery & Operations Operation maintenance and decommissioning</p>	<ol style="list-style-type: none"> 1. Environmental incentive relating to outages and the same performance commitments that regulated companies are expected to deliver on. Would need to consider how this works for non-network solutions too. 2. What do we mean by reliability as a risk? 3. Risk and allocation should be tailored to specific solution. How do you offer a certain commercial model that companies are bidding into before you have decided what the solution is? 4. Some non-network solutions may have multiple revenue streams in addition to early competition. Would service delivery of the tendered be compromised against the other revenue streams. 	<p>1 - 4. All topics were briefly discussed in the session and the ESO plans to start to address these topics in the initial consultation.</p> <p>We will further consider these topics as part of future thinking and development of the Early Competition Plan.</p>

Workshop Stakeholder Feedback

Over the 3 weeks in May 2020, we held 31 stakeholder workshops to understand stakeholder views and gather feedback on Early Competition. Following the workshops, a survey was sent to stakeholders to feedback on the quality of the workshops.

Tender Technical

	Sessions Held	Stakeholders Attended
Early Competition Criteria, What could be competed?	4	14
Evaluation of Technical Element of Proposals	3	13
Provision of Information to Allow Proposal Development	3	12
	10	39

Tender Commercial

	Sessions Held	Stakeholders Attended
Procurement Process Steps and Timelines	4	22
Evaluation of Commercial Elements of Proposals	4	16
What do winners win and how is risk allocated?	4	18
	12	56

Solution Delivery and Operations

	Sessions Held	Stakeholders Attended
Preliminary Works	3	11
Construction Works and Commissioning	3	12
Operations, Maintenance & Decommissioning	3	8
	12	31

Companies represented at workshops



Following the webinars, we circulated a short survey with the participants to better understand how to improve our future interactions with stakeholders. We have asked a series of yes/no and open questions summarised below.

1. Were the joining instructions clear and easy to follow?

Yes	76%
No	3%
No response	21%

Stakeholders' Feedback Comments

- Not as clear as when you emailed the Zoom links. Now we have to log in to a new portal...
- Send a link out by e-mail
- Please send an easy to find link

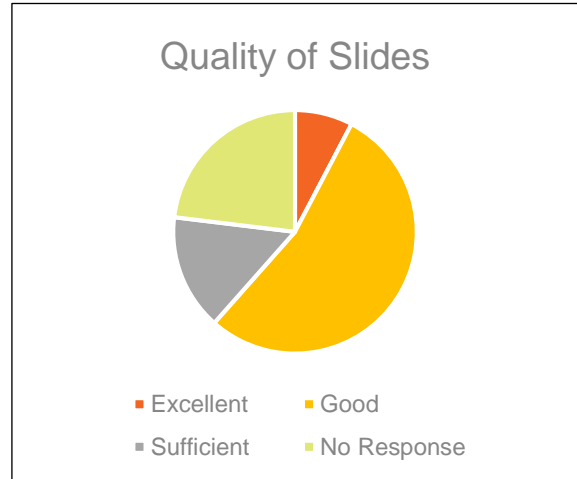
How we will improve

- We will continue to use Eventbrite to invite stakeholders to events in relation to the early competition. We will follow your acceptance to the event with a calendar invite which will contain the joining instructions.

2. How would you rate the pre read material?



3. How would you rate the quality of the slides presented?



4. Did the sessions explore the topics you were expecting?

Yes	46%
No	23%
No Reponse	31%

How we will improve

- For future events we will ensure we are clearer with regards to the session content, and our expectation of interactions in the sessions.

5. What could we change to improve future sessions?

Stakeholders' Feedback Comments

- Some sessions felt rushed. Also, seemed like a last-minute request for webinar. Not sure if necessary, stakeholders were all present in the sessions
- There are 3 workstreams associated with Early competition. I feel this sessions discussions were led predominantly into areas that should be covered by other areas. Funding, payment terms and allocation of risk were the centre of discussions as opposed to real discussion on the elements of construction and commissioning which need to be explored. There is significant difficulty in exploring these when there is no real guidance of which types of projects may be considered. There are widely differing consideration regards delivery of 'existing network' solutions as opposed to separable and new projects.

How we will improve

- We will publish the Eventbrite invites and promote them on our website in a timely manner. We will communicate additional event details only after stakeholders register on the Eventbrite site.
- We will continue to engage with stakeholders on the end-to-end model as well as on detailed topics/areas of interest (such as elements of construction and commissioning) through the initial consultation and bilateral discussions with stakeholders. All stakeholders are welcome to share any additional feedback or comments on topics/areas of interest you would like to share with us.

6. Did the technology work?

Yes	92%
No	0%
No Response	8%

7. Do you think the session length was...

Too short	7%
Just Right	54%
No Response	39%

8. Do you feel like you had opportunity to contribute?

Yes	62%
No	0%
No Response	38%

9. Do you feel your feedback during the session will influence the development of the Early Competition Model?

Yes	46%
Not Sure	15%
No Response	39%

Stakeholders' Feedback Comments

- It may be worthwhile setting a roadmap clearly defining the scope of each of the 3 consultation groups to ensure that discussions are focused on the specific issues pertained to the stage of the project lifecycle.

How we will improve

- We will endeavor to provide more detailed descriptions of any future events on the early competition and clearly set out differences between the future events. Stakeholders are welcome to contact us on the agenda and topics covered in the events.

10. Is there anything we could improve or anything you have specifically liked from any of the sessions?**Stakeholders' Feedback Comments**

- More time allowed, increase the number of participants in the session and send materials earlier than we sent through
- This is the same form as the one I completed last week - asking about last week's sessions not this week's.
- More focused discussion on the likely issues needed to be overcome during the delivery and commissioning phases

- Good to have both advisers and NGESO online. Clearly in development phase so both feedback and answers clearly had to be a bit vague. Like the overall idea of multiple shorter sessions. Can't see that much more could be done, thanks.
- Many topics had to be parked because of the structure of the engagement and to some extent the scope and aim of the procurement was not fully defined. Further session to clarify and respond to questions were not addressed or were parked during these initial session would be much beneficial. Also it would be useful to have a session which wraps up the outcomes of these initial engagement ahead of the July consultation to enhance the opportunity for the consultation to focus on the key issues so far identified whilst progress on those potentially partially addressed so far.
- I applaud the new-found openness of ESO to outside (and alternative) opinions since the split from TSO. Well done, keep it up!

How we will improve

- Increase the participants on workshops going forward to encourage greater debate.
- We will review our process for requesting feedback when running events over multiple weeks to strike a balance between the frequency of the feedback surveys and stakeholders' engagement in the events across the weeks.
- As well as this document which summarises a selection of stakeholder views, we will publish on our website a podcast summary of the sessions. When the consultation document is released in early July, we will organise stakeholder events to enable you to get further involved and provide your feedback.

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