

Driving
performance
through
stakeholder
engagement



Driving performance through stakeholder engagement

Introduction

As articulated in our “*Getting the balance right – How the ESO engages with you; Tell us what you think*” published alongside this document, stakeholder input and feedback is critical to improving the performance of the Electricity System Operator (ESO).

The purpose of this document is to provide greater visibility of how we will be engaging and on what topics throughout the year. It also outlines our approach to using input and feedback to drive enhanced performance against the seven principles of the ESO regulatory framework.

In order to help stakeholders to prioritise how they choose to engage with us and on which topics we have highlighted at the beginning of each section which stakeholder groups we understand will be most interested in that section. We then provide an overview of the main engagement channels for that area and a high-level timeline of when to expect them. There follows greater detail on the types of input and feedback we will be seeking throughout the year and what we will be using it for.

How are we measuring performance?

In order to track our performance against the seven principles outlined in our regulatory framework (see below) we want to understand how we are performing in each of these principles against five criteria 1) Evidence of delivered benefits; 2) Evidence of future benefits; 3) Stakeholder views; 4) Plan delivery; and 5) Outturn performance metrics.



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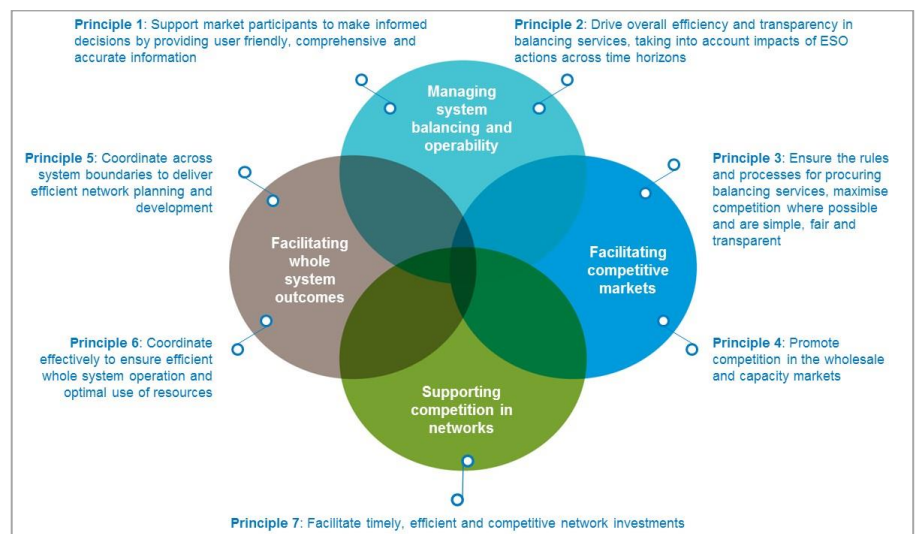


Figure 1- ESO Roles and Principles

For *stakeholder views* where possible we have developed key questions per principle that will capture stakeholder views on how well we are delivering the desired outcomes of that principle. This is your opportunity to tell us how are delivering against the principle as a whole.

Within each principle there are a number of activity areas or deliverables. A key measure of the quality of each of these deliverables will be stakeholder feedback on the process and the product or outcome. This is your opportunity to ensure that specific deliverables are engaged on and delivered in line with your expectations.

By capturing stakeholder views on both the “what” and the “how” we have delivered we will have a clearer picture of what is driving our performance at the Principle level. By looking at the “what”, we want to understand stakeholder views on the quality of what we have delivered. Through the “how” we are interested in views on how we have engaged stakeholders throughout the delivery and our communication of this topic. We can then use stakeholder feedback and insights to target areas for improved performance. Through effective targeting of priority stakeholder areas we should be able to see an improvement in overall performance at the principle level.

A sub-set of the information to be used for Principle 1 is shown below to illustrate the framework.

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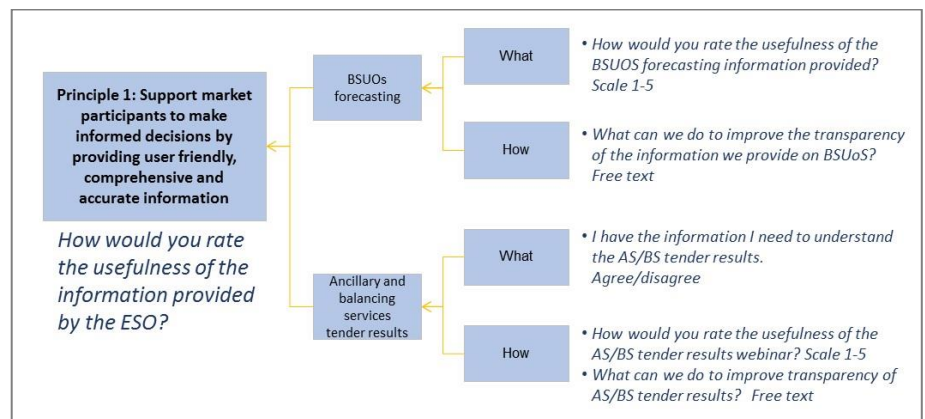


Figure 2 - Stakeholder feedback framework – illustrative sub-set

It is very important that the information we receive on our overall performance provides a robust evidence base that we can use to drive and demonstrate our performance. For the principle level assessment of stakeholder views we are developing an approach utilising independent research that will be trackable over time. We intend to use these questions consistently over the three-year life-time of the current incentives framework to allow us to track progress. The process will be:

- **Independent** of the ESO to ensure a fair and impartial view.
- Done by customer segment twice a year to **minimise the frequency of feedback** requested of each stakeholder and to show a trend.
- **Multi-channel** designed to allow for maximum coverage and minimum stakeholder effort (e.g. short, smart phone optimised web form).
- **Inclusive** of those that do not attend events to get a view of those who are not able to attend or are not heavily engaged by are still critical stakeholders.

In the information detailed below, where we have baseline data we have published it. In many cases this does not exist as we are seeking feedback on new activities or seeking feedback in new ways. We will be asking repeatable questions throughout the year and in future years. Our overarching objective is to improve performance over time.

What will we do with stakeholder input?

We understand the importance of building trust in how we use the input and feedback provided to us. It is important to demonstrate to stakeholders how we are using this intelligence to make improvements. Ofgem and the ESO Performance Panel also need to be reassured that the evidence base provided represents a balanced picture of *stakeholder views*, both good and bad.

All stakeholders need to know that we have a robust process in place for collecting, processing and presenting the stakeholder views that we receive. Wherever possible we will seek to use quantifiable feedback from auditable sources and will document the input and feedback received.

We will use this information and a supporting narrative to demonstrate to stakeholders, Ofgem and the ESO Performance Panel how we have engaged throughout the year and what stakeholders have told us about how we are performing and where we need to improve.

The diagram below outlines the high-level process that we will apply to the data that is collected through the methodology detailed in the rest of this document. We believe that the process and methodology we are proposing in this paper will provide a robust empirical evidence base required to build confidence in our stakeholder data and accompanying narrative.

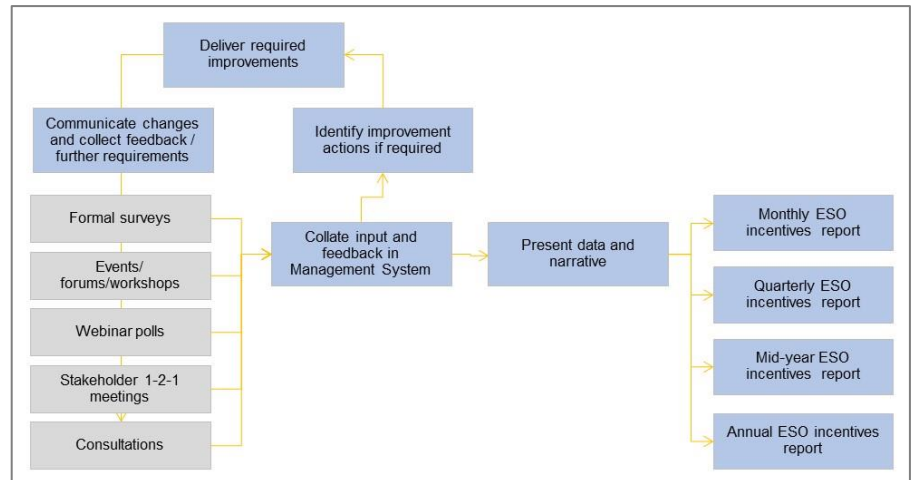


Figure 3- High level process for stakeholder views

Who are we seeking to engage?

It is a challenge to appropriately engage impacted and interested parties in each area of our activity. We have contacts lists for each topic but with the rapid transformation of the electricity industry and expansion of our stakeholder base how can we be sure we are engaging all of the parties that we should be? For example, hundreds of people come to our events and, provide input into our work and tell us how we are doing. What about the people who don't attend? How do we know who should be interested but don't know what we are doing or why it is relevant to them?

To begin to address this challenge we will be conducting a wide-ranging stakeholder mapping exercise in each area to map engagement of the stakeholder segments that have expressed an interest in our activities and then tracking how well these groups are covered in each of our channels. We are aware that in this rapidly transforming electricity market there are stakeholder groups that are harder for us to reach. We will continue to work with industry associations, government and consumer bodies to constantly evolve our approach to reach the widest possible relevant groups.

Engaging to support whole system outcomes

As Electricity System Operator we are responsible for processes and markets that support efficient system planning and operation at a national level, maximising value to energy consumers. In order to deliver efficient whole system outcomes we increasingly need to work with a wide range of stakeholders to ensure the right level of collaboration and consistency across national, regional and local markets and the ESO is evolving are presented in our [Facilitating Whole Electricity System Outcomes](#) paper.

We also need to ensure that the views of all stakeholders are properly considered as industry frameworks are reimagined and new processes and ways of working developed to support the transition to a low carbon energy system. We are keen to use the channels available to us in our national role to ensure that the widest possible range of stakeholders can participate in shaping this new energy future.

Stakeholder input and feedback is critical to ensure the development of efficient whole system outcomes. As outlined below, later in 2018 we will be consulting stakeholders to inform our long-term vision for the ESO and our proposed strategy. This will include seeking stakeholder views on our role in the delivery of whole system outcomes.

We will also be encouraging stakeholders to engage with the ENA Open Networks Future Worlds consultation on change options to facilitate energy decarbonisation, digitisation and decentralisation. Our existing forums such as the Power Responsive Flexibility Forum and the Electricity Operational Forum provide good opportunities to talk to a wide range of stakeholders about these topics which will inform our work including our response to this consultation.

Seeking input and feedback in 2018-19

ESO Long Term Vision for RII02 and the 2019-21 Forward Plan

In March this year we published our first ever ESO Forward Plan. The plan covers delivery in 2018/19 and articulates our vision for the ESO, outlining what we will do to deliver value for energy consumers and our customers during the year and how we will measure our performance against that plan. We are already thinking about what we need to do in the next two years, and will be kicking off our planning process for 2019-2021 soon.

At the same time we have been talking to stakeholders about what our priorities should be for RII02, the next regulatory period starting in April 2021, which will see the first regulatory settlement for the separate Electricity System Operator. Our next step will be to build on the priorities identified with stakeholders to develop the detail around our business proposals.

We will be talking to stakeholders about both our long-term vision for what kind of ESO we should be and what activities we need to start to deliver to progress towards this vision in the coming months. We plan to hold a series of workshops and webinars as outlined below as well and convene our ESO Stakeholder Group on a quarterly basis.

We will also be consulting stakeholders on our approach to estimating the consumer value of our activities. This methodology will inform our priorities and business plans to ensure we are always maximising consumer value.

The below table outlines our engagement activities for our long-term vision.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
Workshops to get stakeholder input into the Long-term vision for the ESO & Consumer value methodology consultation	Publish consultation on Long term vision for the ESO Workshops to develop 2019-21 ESO Forward Plan	2019-21 ESO Forward Plan Consultation

Principle 1: Support market participants to make informed decisions by providing user friendly, comprehensive and accurate information

We believe that our engagement on the below topics will be of most value to **electricity suppliers** and **balancing services providers** regardless of business model or technology type.

We share a wide range of information to support the operation of efficient and transparent markets including long term scenarios through the Future Energy Scenarios, forecasts for BSUoS and demand and wind generation and trades data.

We share information with market participants through several routes including market information published on our website as well as interactive presentations at key events and webinars. The main event through which we provide explanation and background as well as provide an opportunity to ask questions is the **Electricity Operational Forum**.

In addition, we hold **webinars** on topics such as Ancillary and Balancing Services tender results. Our **Customer and Stakeholder satisfaction surveys** will also target the users of these services to capture feedback on our performance in this area. We will seek to capture feedback through all of these channels to maximise the opportunity for stakeholders to provide input to our approach whilst minimising the administrative burden.

The table below outlines key events and publications through which we will be engaging and deliverables we will be communicating for the rest of the year.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
AS/BS tender results Webinar (Monthly)		
Future Energy Scenarios (FES) publication and Conference	Power Responsive Flexibility Forum	Power Responsive Flexibility Forum
	Electricity Operational Forum & IS Change Forum	Electricity Operational Forum & IS Change Forum
	Publish new BSUOS DA HH forecast report	
	FES Autumn Workshops Publish Winter Outlook Report and webinar	
	Charging and Settlements Forum	

Overall Performance

We will measure feedback on our overall performance against this principle through asking how easy to access and how useful the information that we provide is to stakeholders. At the principle level this will focus on the overall usefulness of the information.

Engagement activity	Engagement channel	Proposed questions
Feedback on our performance in the overall provision of market information to help us improve performance and monitor progress.	Poll at Electricity Operational Forum Survey on ESO website	How would you rate the usefulness of the information provided by the ESO? <i>Scale of 1-5.</i>

BSUoS forecasting provision

We provide a monthly forecast of BSUoS out-turn via the BSUoS Monthly Report. In FYQ3 we plan to begin publishing a Half-hourly Day-ahead BSUoS report. Stakeholder feedback is important to help us track how well the actions we are taking are improving the usability of the information we provide in this area.

Engagement activity	Engagement channel	Proposed questions
Feedback on provision of BSUoS forecasting to help us improve performance and monitor progress.	Poll at Electricity Operational Forum Survey on ESO website	How would you rate the usefulness of the BSUoS forecasting information provided? <i>Scale of 1-5.</i>
		What can we do to improve the transparency of the information we provide on BSUoS? Free text

AS/BS tender results

Each month we publish information on the out-turn of the Ancillary Services and Balancing Services (AS/BS) procurement tenders. This year we have begun holding interactive webinars to explain the results to stakeholders and provide an opportunity for stakeholders to ask questions and provide feedback on the suitability of the information and how we share it.

Engagement activity	Engagement channel	Proposed questions
Feedback on transparency of Ancillary and Balancing Services tender results to help us improve performance and monitor progress	In Webinar polls	I have the information I need to understand the AS/BS tender results. <i>Agree/Disagree scale of 1-5</i>
		How would you rate the usefulness of the AS/BS tender results webinar? <i>Scale of 1-5.</i>
		What can we do to improve transparency of AS/BS tender results? Free text

Future Energy Scenarios (FES)

Each year we follow a process that starts with stakeholder engagement to get views on how we should produce our FES document and what trends stakeholders see in influencing the analysis. The major publication is the FES report published at a major event the FES Conference held in July each year.

Engagement activity	Engagement channel	Proposed questions
Feedback on our Insights publications to help us improve performance and monitor progress	Customer Satisfaction Survey (CSAT) surveys for FES conference On the day feedback at the FES Conference On the day Net Promoter Score NPS survey at workshops	How satisfied are you overall with the service you have received from National Grid? Scale of 1-10 <i>(Targeted at stakeholders likely to be users of ESO publications)</i>

	FES Webinar NPS	How likely are you to recommend FES to a friend? Scale of 1-10
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Electricity Operational Forum

Electricity Operational Forum – The “Ops Forum” is held three times per year. This is our principal face to face channel for sharing information and talking with market participants about system balance issues and balancing costs. We also utilise this forum to provide an opportunity for this audience to engage on a wide range of relevant topics including reform of balancing services, opening of markets for offering solutions to network issues the ESO and charging reform.

<https://www.nationalgrid.com/uk/electricity/market-operations-and-data/electricity-operational-forum>

Engagement activity	Engagement channel	Proposed questions
<i>Feedback</i> on the usefulness of the Electricity Operational Forum to help us monitor progress and improve performance.	Poll at Electricity Operational Forum	How would you rate the usefulness of the Electricity Operational Forum?
	Survey on website	Scale of 1-5. What can we do to improve the Electricity Operational Forum?

Website

Our website is an important channel for stakeholders to access the information that we publish. We are constantly seeking to improve the user experience of our website and will be updating the navigation hierarchy as we launch a separate ESO website in September 2018 in advance of legal separation of the ESO in April 2019.

Engagement activity	Engagement channel	Proposed questions
<i>Feedback</i> to help us track improvement and plan developments of the ESO website.	Poll at Electricity Operational Forum	How easy is it to find the information you are looking for on the National Grid website?
	Survey on website	Scale of 1-5. Baseline: March 18 - 3/5

Principle 2: Drive overall efficiency and transparency in balancing services, taking into account impacts of ESO actions across time horizons

We believe that our engagement on the below topics will be of most value to **electricity suppliers, balancing services providers and networks companies** regardless of business model or technology type.

The main event through which we provide explanation of the drivers of balancing costs and as well as opportunity to ask questions is the **Electricity Operational Forum**. Run alongside the Electricity Operational Forum, the newly formed **IS Change Forum** will also be a key face to face opportunity for stakeholders to learn about changes to the ESO's IT systems and the implications for their businesses.

The table below outlines key events and publications through which we will be engaging and deliverables we will be communicating for the rest of the year.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
Consult market on SO innovation priorities	Consultation on the Future of the Electricity Network Control Centre	SO Innovation Open Day and Publish SO Innovation Strategy
	Power Responsive Flexibility Forum	Power Responsive Flexibility Forum
	Electricity Operational Forum	Electricity Operational Forum
	IS Change Forum	IS Change Forum
	Stakeholder workshop on Procurement Guidelines reform	Consultation on Procurement Guidelines reform

Overall Performance

Engagement activity	Engagement channel	Proposed questions
<i>Feedback</i> on our performance in the overall efficiency and transparency of balancing services to help us improve performance and monitor progress.	Poll at Electricity Operational Forum	How would you rate the information we provide on drivers of balancing costs? <i>Scale of 1-5.</i> Baseline: April 2018 – 4/5 (very small sample)
	Survey on ESO website	The ESO is transparent around its balancing role. Agree/Disagree scale of 1-5
		The ESO provides value for money with its balancing role. Agree/Disagree scale of 1-10 Baseline: July 2018 – 7.8/10

IS Change Forum

Run in parallel with the “Ops Forum” the IS Change Forum uses a trade fair type approach to allow stakeholders to talk to us about how our systems need to change,

the progress we are making and the impacts for their businesses.

Engagement activity	Engagement channel	Proposed questions
Feedback on our engagement and communication related to IT systems changes and their implications for stakeholders to help us improve performance and monitor progress	Online survey following IS Change Forum	How useful was the IS Change Forum? / How well did the IS Change Forum meet your expectations? (1-5)
		What did you find the more useful aspect of the IS Change Forum? (open text)
		How do you believe that the IS Change Forum could be improved? (open text)
		Do you believe that aligning the IS Change Forum with the Operational Forum is appropriate? (Y/N/DK)
		How else would you like to be communicated with on IS change matters? (open text or pick list)

Future of the Electricity Network Control Centre (ENCC)

As the electricity industry undergoes rapid change the capabilities of the ENCC need to evolve to ensure it is fit for the future. We will be consulting stakeholders on priority capabilities for the control room over a five-year time horizon.

Engagement activity	Engagement channel	Proposed questions
Consultation on the Future of the ENCC	Publication	Consultation questions to include: What do you consider are the priority capabilities that the control room should have by 2023?

Procurement Guidelines

In order to enhance the transparency and efficiency of how we procure balancing services we will be reforming our Procurement Guidelines document. Stakeholder insight into this process will be key to success.

Engagement activity	Engagement channel	Proposed questions
Consultation on reform and development of Procurement Guidelines Report	Publication Discussion at Electricity Operational Forum	Questions will be developed to solicit input and then to check on the quality and usefulness of the reformed Procurement Guidelines Report

SO Innovation

The SO Innovation Strategy sets out our innovation priorities and how we plan to work together with industry partners to solve the challenges facing Britain's energy system. We will be consulting stakeholders on what those innovation priorities

should be for 2019.

Engagement activity	Engagement channel	Proposed questions
<i>Input</i> to inform SO Innovation priorities	Stakeholder bilaterals and industry webinar	Questions will be developed to seek input on SO innovation priorities
<i>Report</i> to market on final SO innovation priorities.	Stakeholder bilaterals and industry webinar	Questions will be developed to seek feedback on how we have engaged and our draft priorities.
<i>Publish</i> New SO Innovation strategy	Publication, Stakeholder bilaterals and industry webinar	Questions will be developed to seek feedback on how we have engaged.

Principle 3: Ensure the rules and processes for procuring balancing services, maximise competition where possible and are simple, fair and transparent

We believe that our engagement on the below topics will be of most value to **electricity suppliers, existing, new and future balancing services providers and networks companies** regardless of business model or technology type.

We procure balancing and ancillary services from a wide range of providers to enable us to operate the National Electricity Transmission System efficiently. We aspire to operate efficient markets that facilitate participation of the widest possible range of providers to enhance liquidity and maximise value to consumers.

As per the ESO Forward Plan Delivery Schedule we will be delivering different outputs in this area throughout the year. Key engagement channels include the Product Roadmap publications and associated engagements such as webinars, Electricity Operational Forum, Power Responsive events, Future of Balancing Services newsletter, as well as through Customer Account Managers.

The table below outlines key events and publications through which we will be engaging and deliverables we will be communicating for the rest of the year.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
Publish new FFR testing and compliance policy	Power Responsive Flexibility Forum	Power Responsive Flexibility Forum
Deliver new, standardised products and simplified contracts for reserve	Electricity Operational Forum	Electricity Operational Forum
Publish and consult on exclusivity clauses.	IS Change Forum	IS Change Forum
	Publish combined monthly balancing services summary and demand side balancing report.	Facilitate entry of early adopters into BM
	Develop an integrated approach to buying standard and faster-acting frequency response	

Overall Performance

Engagement activity	Engagement channel	Proposed questions
<i>Feedback</i> on our overall performance in ensuring rules and processes for procuring balancing services maximise competition and are simple, fair and transparent to help us improve performance and monitor progress	Electricity Operational Forum	How satisfied are you with the scale and speed of the SO's work to improve all our balancing services and markets?
	Power Responsive Flexibility Forum	Scale of 1-5
	Formal survey	Actions taken to reform ESO procurement of balancing services ¹ have enhanced simplicity. Agree/Disagree scale of 1-5

¹ Actions as detailed as deliverables under Principle 3 of the ESO Forward Plan

		<p>Actions taken to reform ESO procurement of balancing services have enhanced fairness.</p> <p>Agree/Disagree scale of 1-5</p>
		<p>Actions taken to reform ESO procurement of balancing services have enhanced transparency.</p> <p>Agree/Disagree scale of 1-5</p>

Product Roadmaps

Throughout the year we will be delivering actions committed to through Product Roadmaps in the following areas:

- Response and Reserve
- Reactive Power
- Restoration
- Wider Access Roadmap

We will be asking standardised feedback questions across the portfolio of work to reform balancing and ancillary services markets to measure our success in maximising competition in these markets.

Engagement activity	Engagement channel	Proposed questions
Input into and feedback on our balancing services Product Roadmaps to improve the quality of the outputs and help us to improve our performance	Electricity Operational Forum	<p>How satisfied are you with the pace of delivery of the developments outlined in the Product Roadmap?</p> <p>Baseline: April 2018 – 3.3/5 (Response and Reserve Roadmap)</p>
	Power Responsive Flexibility Forum	<p>How satisfied are you that the changes outlined in the Product Roadmap will address current barriers to entry and facilitate access to these services?</p> <p>Scale of 1-5</p>
		<p>The content of the Roadmap is clear and understandable.</p> <p>Scale of 1-5</p>
		<p>How satisfied are you with the level of engagement on the developments outlined in the Product Roadmap?</p> <p>Baseline: April 2018 – 3.6/5 (Response and Reserve Roadmap)</p>

Simplification of contracts

We are simplifying balancing services contracts to reduce barriers to market entry.

Engagement activity	Engagement channel	Proposed questions
Seeking input on the Outline Change Proposal for STOR, Fast Reserve and FFR Standard Contract Terms	Via service-specific website	Questions specific to changes proposed to Standard Contract Terms to seek views from existing/potential providers and interested parties

Policy for performance monitoring

We are investigating changes to our performance monitoring policy to reduce barriers to entry for service providers.

Engagement activity	Engagement channel	Proposed questions
Seeking input on draft of policy (for performance monitoring for frequency response and reserve) for consultation (End July)	Via website (TBC)	Questions to seek views on draft policy

Auction trial

As part of our goal to use closer to real-time markets **wherever** possible we will be trialling weekly auctions for Frequency Response procurement.

Engagement activity	Engagement channel	Proposed questions
Update stakeholder on design of auction trial	Power Responsive Flexibility Forum	How satisfied are you with the scale of the SO's work to improve all our balancing services and markets? Scale of 1-5
		How satisfied are you with the speed of the SO's work to improve all our balancing services and markets? Scale of 1-5
		How satisfied are you that these changes will address current barriers to entry and facilitate access to this service? Scale of 1-5

New Provider onboarding

We are working with Providers and Potential Providers to identify ways to improve the Provider Journey and help make the ESO a better buyer of Ancillary Services.

Engagement activity	Engagement channel	Proposed questions
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Through the Provider Journey work develop the 'to-be' journey based on discussions with existing and potential providers	One-to-one engagement Survey	<p>What are we doing well?</p> <p>What can we do more of?</p> <p>How can we make the ESO a better buyer of Ancillary Services?</p> <p>How satisfied are you overall with the ESO's Provider On-Boarding process? <i>Scale of 1-5</i></p> <p>Additional questions on what the priority areas for improvement are.</p>
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Power Responsive Programme

Held three times per year, Power Responsive forums are targeted at Distributed Energy Resources (DER) including stakeholders including industrial and commercial (I&C) energy users, storage developers, small-scale generators, suppliers and aggregators, finance providers, energy experts and policy makers. with the aim of facilitating the participation of DER in balancing markets.
<http://powerresponsive.com/>

Engagement activity	Engagement channel	Proposed questions
Seek feedback from those driving industry change and those impacted by industry change to inform the development of an "industry change map", which will help demand side stakeholders navigate change in the industry, to help inform their decision making.	One-to-one engagement	<p><i>For those driving industry change (e.g. Ofgem/Charging Futures Forum, ENA Open Networks Project):</i></p> <p>For your project/initiative, what are the key milestones and engagement opportunities, and which elements do you require industry feedback on?</p> <p><i>For those impacted by industry change (e.g. large energy users, small-scale generators, trade associations, aggregators):</i></p> <p>What are the key energy industry changes and initiatives impacting your business and ability to make decisions relating to demand side flexibility?</p> <p>What information on industry change would be of value to you and your business in order to inform your decision making and provide confidence?</p>
Conference to update demand side stakeholders on relevant industry	Power Responsive Flexibility Forum	How would you rate your knowledge on the following areas PRIOR

<p>developments and help navigate industry change</p>		<p>to today's Flexibility Forum?</p> <p>How would you rate your knowledge of the following areas AFTER today's Flexibility Forum?</p> <p>What information / sessions would be useful to cover at future Power Responsive Flexibility Forums, including progress updates on topics covered today?</p> <p>Please provide us with any comments and feedback from the day and/or the suitability of the Power Responsive Flexibility Forum.</p> <p>(Potential additional questions related to specific topics presented)</p>
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Principle 4: Promote competition in the wholesale and capacity markets

The activities detailed under Principle 4 will be of interest to a very wide range of stakeholders including **network companies, suppliers, generators and DERs**.

In our role facilitating industry change we need to ensure we provide transparency and equal opportunities for participation for all stakeholders. We need to ensure that the information that we provide to customers on network charges meets their needs.

As per the ESO Forward Plan Delivery Schedule we will be delivering different outputs in this area throughout the year. Key engagement channels include the Charging Futures Forum (CFF), Code panels the Transmission Charging Methodologies Forum (TCMF), webinars, podcasts and other briefing materials.

The table below outlines key events and publications through which we will be engaging and deliverables we will be communicating for the rest of the year.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
TNUoS tariffs webinar (ongoing)		
Code panels (ongoing)		
Charging Futures Forum	Charging Futures Forum	Charging Futures Forum
	TNUoS and BSUoS customer seminars	Implementation of a new charging customer on-boarding process

Overall Performance

Engagement activity	Engagement channel	Proposed questions
Feedback on our overall performance in promoting competition in the wholesale and capacity markets to help us improve performance and monitor progress.	Charging Futures Forum Customer seminar Formal surveys	ESO is promoting change in industry frameworks supporting competition in wholesale and capacity markets. Agree/Disagree scale of 1-5
	CSAT/SSAT surveys	How satisfied are you overall with the service you have received from National Grid? Scale of 1-10 (Targeted at stakeholders likely to be affected by outcomes in this area including CFF attendees and TNUoS payers)

Charging Futures Forum (CFF)

Held quarterly, the Ofgem CFF aims to enable a wide range of industry stakeholders to learn, ask and contribute to charging reform. In our role as Lead Secretariat for the CFF we provide a one-stop shop for accessible information on charging reform and its implications for stakeholders both through the Charging Futures website and publications as well as the forum itself.

<http://www.chargingfutures.com/>

Engagement activity	Engagement channel	Proposed questions
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<p>Primary measures of success of the CFF to assess stakeholder views on how the forum has helped them to learn, ask and contribute to charging reform.</p> <p>(As per Metric 11 in the ESO 2018-19 Forward Plan – Performance metrics Definition Document)</p>	Charging Futures Survey	Through Charging Futures, to what extent do you feel you've had the opportunity to improve your understanding on electricity network charging arrangements, and future options for change?
		Through Charging Futures, to what extent do you feel you've had the opportunity to ask charging and regulatory experts about potential changes?
		Through Charging Futures, to what extent do you feel you've had the opportunity to contribute to high level changes around future GB charging and access arrangements?

Secondary measures for CFF include

- Learn: Webinar polls, range of user types engaging and downloads of learning resources
- Ask: Industry feedback on usefulness of experts
- Contribute: Number of responses to publications, breadth of network users responding and written feedback

Provide customers with confidence in our charging processes to better inform their commercial decisions

We are delivering a programme of work to enhance customer understanding of transmission charges and improve the on-boarding process. Feedback will primarily be through a Net Promoter Score (NPS) approach.

Engagement activity	Engagement channel	Proposed questions
Feedback on the usefulness and quality of the Charging and Settlements Forum	The Charging and Settlements Forum To explain the different charges to those who pay them and to get feedback.	On a scale of 1-10, How likely is it that you would recommend this forum to a friend or colleague?
Webinars to explain the most recent publication of tariffs and seek feedback on the usefulness and quality of the webinars	TNUoS Tariffs webinars Webinar survey / survey monkey	On a scale of 1-10, How likely is it that you would recommend this webinar to a friend or colleague?
Training to explain the model used to calculate TNUoS Tariffs and collect feedback on the usefulness and quality of the training	Transport and Tariff model training	On a scale of 1-10, How likely is it that you would recommend this training to a friend or colleague?
NPS survey for all customers	Six-monthly NPS surveys	Tailored questions on recent publications and whether users satisfied

		Overall NPS question
NPS survey for new customers on the onboarding process which we are trying to improve (particularly for new suppliers)	One-off NPS survey when the customer joins	NPS question

Code Administration

As per Metric 10 in the ESO 2018-19 Forward Plan – Performance Metrics Definition Document, our progress in improving our performance as a code administrator is principally captured through Ofgem's Code Administrators survey.

<https://www.ofgem.gov.uk/publications-and-updates/code-administrators-performance-survey-questionnaire>

Principle 5: Coordinate across system boundaries to deliver efficient network planning and development

Activities in this area will be of most interest to **Transmission Owners (TOs)**, **Distribution Network Owners (DNOs)** and **DERs**.

Successful outcomes in this area are highly dependent on coordination and collaboration with **network operators and owners across distribution and transmission** and will be demonstrated by the outputs of our collaborative work efforts. We will be proactively seeking to understand how we can improve our information sharing and approach to collaboration with other network companies. In addition, as we work with other networks companies to enhance market and network access for all parties, we will increasingly be engaging with **DERs**.

A significant amount of engagement in this area will be through the **ENA Open Networks Project**. We are engaging DNOs on strategic issues and overall direction of travel as they transition to becoming Distribution System Operators (DSOs) through the Open Networks Steering Group. We are also co-creating new ways of working through Open Networks project working groups. We will also be engaging with DERs, seeking input and feedback, through the **Open Network Project Stakeholder Advisory Group**. We will be looking at opportunities for seeking stakeholder views on how well we are coordinating and collaborating across system boundaries.

Through **Regional Development Programmes (RDPs)** we are exploring specific local issues 1-2-1 with a DNO organisation. These programmes provide detailed analysis of the 'whole system' that includes the transmission network as well as areas of the network with large amounts of DER and associated transmission / distribution network issues. The idea is to use this detailed 'whole-system' analysis to innovate and push the boundaries of current thinking, with a "design by doing" approach to resolving the issues - pushing towards more active distribution system operator-type solutions and informing thinking for the Distribution System Operator (DSO) debate.

Pathfinding Projects are targeted collaborations between the ESO and DNOs. They build upon work previously undertaken, for example through **RDPs** or The **ENA Open Networks Project**, to develop the necessary processes to support delivery of new whole system ways of working consistently across GB.

We will be having ongoing conversation with DNOs, and other parties, on how transparent we are being in our transformational activities and how well we are collaborating. Specific examples on which we will be seeking feedback include:

- Our engagement approach to working with DNOs and other solution providers to support development of the Network Options Assessment (NOA) methodology and analysis to support whole system solutions.
- The effectiveness of our collaboration on in-flight and new RDPs
- Feedback from DERs on our collaborative work to offer innovative connections contracts
- As part of the ENA Open Networks Project we will be seeking feedback on Workstream 1 Products on Investment processes and Procuring services from DERs.

The table below outlines key events and publications through which we will be engaging and deliverables we will be communicating for the rest of the year.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
ENA Open Networks Working Groups, Steering Groups and Stakeholder Advisory Group (ongoing)		
Publish bespoke work plan for each region for new RDPs	Power Responsive Flexibility Forum	Power Responsive Flexibility Forum
	Electricity Operational Forum	Electricity Operational Forum

	Implementation of innovative connections contracts that support the ability for DER to provide transmission constraint management services in our in-flight RDP areas	Develop new ways of working with DNOs and other solution providers to support development of the NOA methodology and analysis
	Implementation of new commercial contracts to allow DER to participate in provision of transmission constraint management services in our in-flight RDP areas	Publish the results of the NOA pathfinding projects

Principle 6: Coordinate effectively to ensure efficient whole system operation and optimal use of resources

Activities in this area will be of most interest to **TOs**, **DNOs** and **DERs**.

As with Principle 5, engagement activities in this area will be focused on on coordination and collaboration with **network operators and owners across distribution and transmission**. We will be proactively seeking to understand how we can improve our information sharing and approach to collaboration with other network companies. In addition, as we work with other networks companies to enhance market and network access for all parties, we will increasingly be engaging with **DERs** to ensure they are represented in industry developments that will have significant impacts on business opportunities for these businesses.

We will be engaging stakeholders on a wide range of challenges regarding whole system operation including through understanding stakeholder requirements for insight on future operability challenges, customer connections and outage management. We will also be engaging with a range of stakeholders to explore challenges around contractual arrangements and processes to deliver efficient whole system outcomes. The appropriate channel for further collaboration may be through any of the channels outlined in Principle 5 above including the **ENA Open Networks Project**, **RDPs** or **Pathfinding projects**.

The table below outlines key events and publications through which we will be engaging and deliverables we will be communicating for the rest of the year.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
ENA Open Networks Working Groups, Steering Groups and Stakeholder Advisory Group (ongoing)		
Open Networks Future Worlds consultation	Power Responsive Flexibility Forum	Power Responsive Flexibility Forum
	Electricity Operational Forum	Electricity Operational Forum
	Customer connections seminar	
	Innovative connections contracts available in our in-flight RDP areas	
	Publish report on operability challenges and plan	

Table 1

ENA Open Networks Future Worlds consultation

A key example of collaborative working with networks and other parties is through the ENA Open Networks Future Worlds consultation in which we are playing a leading role. Building on the collaboration with DNOs and the Stakeholder Advisory Group we are seeking formal input from all parties through written consultation as well as stakeholder events to be held in London and Edinburgh during the summer of 2018. As part of the ENA work we will also be seeking input on how well we have engaged stakeholders on this topic.

Future Operability Strategy

We believe there will be value in providing a wide range of stakeholders with a more holistic view of operability challenges over a range of time scales from 6 months to 2030. This activity will provide a non-technical expert with a much clearer view of how the challenges we are facing fit together. We are keen to engage stakeholders on how they might find this document useful.

Engagement activity	Engagement channel	Proposed questions
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Stakeholder input into scope and content of the first Operability Report	Survey at Electricity Operational Forum Online survey	What issues would you like to be addressed in the Operability Strategy?
		What timescales would you like to see the operability strategy cover?
		How would you like to be engaged on Operability Strategy?
Stakeholder feedback on Operability Report to inform future developments	Survey at Electricity Operational Forum Online survey	Does the Operability Report meet your needs?
		What would you like to see in future Operability Reports?

Customer Connections

Customers are surveyed monthly on all stages of the Connections process. Each customer can only answer the survey once a year, once surveyed the answers go towards their overall CSAT score.

Engagement activity	Engagement channel	Proposed questions
Seeking feedback on our overall performance on Customer connections.	Formal Customer Satisfaction surveys	How satisfied are you overall with the service you have received from National Grid? Scale of 1-10 (Targeted at Connections customers)

Customer Connections Seminar

This event provides an opportunity for transmission connections customers to engage with the ESO, as well as the three GB onshore TOs, on all topics relating to network connections. It is generally held annually with one event in Scotland and one in England. Events will be held this year on 3rd October in Glasgow and 10th October in London.

Engagement activity	Engagement channel	Proposed questions
Seek feedback on the seminar to inform future improvements.	Customer connections seminar	There will be specific questions throughout the day on each presentation however overall questions will include- How useful have you found today's seminar? (scale 1-10) Were you satisfied with the content of today's seminar? (scale 1-10) How likely would you be to attend another Seminar hosted by National Grid in the future? (scale 1-10)

Outage Management

We are constantly seeking to improve customer service in provision of access to the National Electricity Transmission System including the customer experience of

interaction with our planning team and the timeliness and accuracy of the data we provide.

Engagement activity	Engagement channel	Proposed questions
Seeking feedback on our overall performance on Customer connections.	Formal Customer Satisfaction surveys	How satisfied are you overall with the service you have received from National Grid? Scale of 1-10 <i>(Targeted at customers impacted by our Outage Management processes)</i>

Transmission Outage Generator Access (TOGA) system

Responding to customer feedback we are scoping a potential replacement for the TOGA system.

Purpose of engagement	Engagement channel	Proposed questions
Input into scoping of potential TOGA replacement system – to gather customer and stakeholder requirements	Customer workshops	Range of questions to understand stakeholders wants, needs and must-haves.
Feedback on how we have engaged on a potential TOGA replacement system	Customer workshops	I have been appropriately engaged by the ESO on scoping of a potential TOGA replacement system. <i>Agree/disagree Scale of 1-5</i>

Principle 7: Facilitate timely, efficient and competitive network investments

We believe that the activities in this section will be of most interest to **TOs, DNOs, CATOs** and parties looking to provide alternative solutions to network investment including **DER** and **investors**.

Traditionally it has been Transmission network companies and large generators that have been interested in our network development processes. As we look to open up our processes to a wider range of transmission and distribution, asset-based and commercial solutions we need to engage a much broader audience including Distribution networks and DERs, such as distributed generators, demand users and battery storage.

The table below outlines key events and publications through which we will be engaging and deliverables we will be communicating for the rest of the year.

Q2 (July – September)	Q3 (October – December)	Q4 (January – March 19)
ENA Open Networks Working Groups, Steering Groups and Stakeholder Advisory Group (ongoing)		
	Electricity Operational Forum	Electricity Operational Forum
	Customer connections seminar	Publication of the 2019 NOA recommendations
	Publish the ENA Open Networks approach to whole system investment and operability options across transmission and distribution networks	Publication of the 2019 NOA Report incl. Commercial non-network solutions

Overall performance

As per the ESO Forward Plan Delivery Schedule we will be delivering different outputs in this area throughout the year. Key engagement channels include the ENA Open Networks Project publications, working groups as well as the Stakeholder Advisory Group, RDPs and associated publications, as well as through information sharing via the Electricity Operational Forum and Power Responsive events.

Engagement activity	Engagement channel	Proposed questions
<i>Feedback</i> on our overall performance in facilitating timely, efficient and competitive network investments to help us improve performance and monitor progress.	Formal survey Polls at customer connections seminar and other events	The ESO network planning process is transparent. <i>Agree/disagree Scale of 1-5</i>
		The ESO's network planning processes are fair. <i>Agree/disagree Scale of 1-5</i>
		The ESO's network planning processes are easy to engage with. <i>Agree/disagree Scale of 1-5</i>
		The ESO's network planning processes deliver efficient outcomes.

		<i>Agree/disagree Scale of 1-5</i>
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Network Development Roadmap

On the 3rd May 2018, we published our Network Development Roadmap Consultation which sets out an ambitious plan for how we will develop our Electricity Ten Year Statement (ETYS) and NOA to create much more value from the way the network is planned. It proposed that we will set out our electricity network needs clearly, invite network owners and market providers across transmission and distribution to tell us how they can meet those needs, when and at what cost. The key focus this year is engaging effectively on our new approach and measuring the effectiveness of our engagement.

Engagement activity	Engagement channel	Proposed questions
Share feedback on Network Development Roadmap and next steps	Customer connections seminar	What is your level of understanding of how we intend to develop our network planning process? Baseline Apr 18: 5/10
	Poll at Electricity Operational Forum	
	Industry association meetings	I have been appropriately engaged by the ESO on the reform of the network planning process. <i>Agree/disagree Scale of 1-5</i>

Network Options Assessment (NOA) methodology and publication

The NOA recommends which options and when the TOs should invest in them, so their transmission networks can manage risk in an uncertain world. It recommends whether TOs should delay or continue current projects to make sure they are completed at a time that will deliver the most benefit. Running an open and transparent process is key to the success of the NOA methodology.

Purpose of engagement	Engagement channel	Proposed questions
Seek Feedback on our engagement around the NOA methodology and publication	Customer connections seminar	I have been appropriately engaged by the ESO on NOA Methodology and publication. <i>Agree/disagree Scale of 1-5</i>
	Industry association meetings	