



Emotionally
Intelligent
Communications

NORTHERN GAS NETWORKS

STAKEHOLDER CONFERENCE

14 SEPTEMBER 2023



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INTRODUCTION

On 14 September 2023, Northern Gas Networks (NGN) hosted its annual stakeholder conference. Focused on the organisation's performance to date and its future direction, the conference was designed to seek feedback from stakeholders on NGN's Strategic Priorities: Safety; Reliability; Customer Service; Vulnerability & Fuel Poverty; Cost Efficiency & Value for Money; People & Skills; Net Zero Carbon Energy System; Systems, Technology, Information & Data; Cyber Security; and Environment & Sustainability. Stakeholders were asked to choose which two topics were of most relevance to them when they registered, which meant that all participants discussed the topics that mattered to them most.

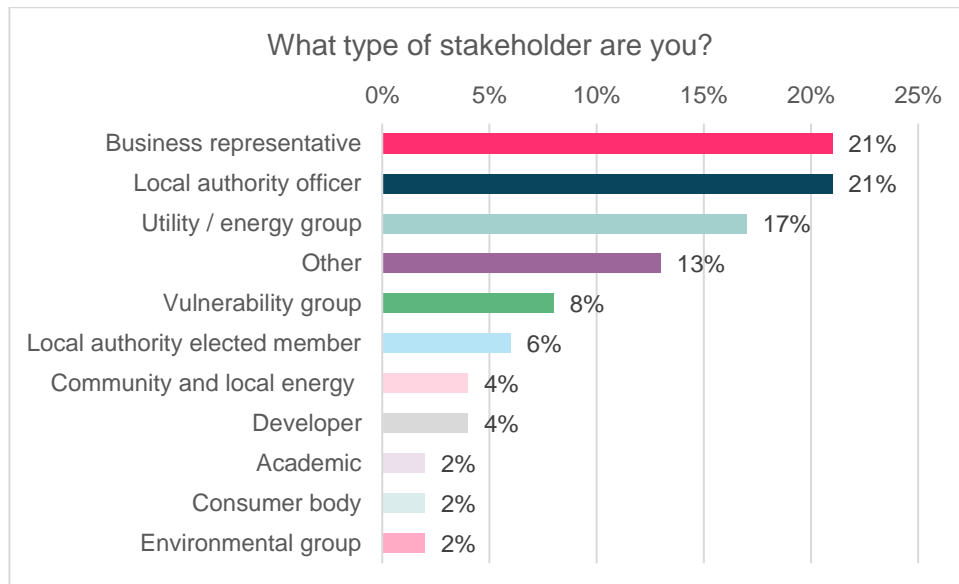
Following introductory addresses by NGN's Chief Executive Officer, Mark Horsley, and Customer Engagement Group (CEG) member Carole Pitkeathley, the conference was split into three sessions. Each of these comprised a presentation given by NGN representatives, followed by facilitated discussions in virtual breakout rooms. In addition, stakeholders were asked to provide feedback via the Slido online voting platform. Following the main conference, a Q&A session was held between stakeholders and senior NGN representatives.

NGN instructed EQ Communications, a specialist stakeholder engagement consultancy, to independently facilitate the event and to take notes of the comments made by stakeholders. Every effort has been made to faithfully record the feedback given. In order to encourage candour and open debate, comments have not been ascribed to individuals. Instead, notes have been made of the type of organisation each stakeholder represents.

EXECUTIVE SUMMARY

PARTICIPANTS

- A total of 55 stakeholders attended the conference, representing 47 organisations.
- Stakeholders represented a range of organisation types, including businesses, local authorities, utilities, and vulnerability groups.



OPENING ADDRESSES

NGN's CEO, Mark Horsley, opened with a general address, welcoming attendees, giving stakeholders an overview of the past year at NGN, and outlining his hopes for the conference. He then took some questions from EQ facilitator, James Garland, which allowed him to talk briefly about the challenges NGN would face in the year ahead and his hopes for both the organisation and the North of England region.

Carole Pitkeathley followed Mark's address with CEG's overview of NGN's performance to date, outlining what CEG think NGN had done well, what they could do better, and CEG's long-term expectations of the organisation. She issued a challenge to NGN on behalf of CEG, to take the following actions: providing immediate, meaningful support using the new social fund; redirecting resources to support low-income households, engaging with stakeholders to develop a customer proposition for the Redcar Hydrogen Trial; and continue focusing on safe behaviour and training to minimise incidents.

SESSION 1: DELIVERING EFFICIENTLY AND PROVIDING VALUE

Dean Pearson, Regulation and Analytics Manager, introduced the first session with a presentation on NGN's role in the energy industry and its performance in GD2. He then handed over to Greg Dodd, Regulation and Strategic Planning Director, to talk through NGN's Strategic Priorities for GD3, before these were discussed in the breakout rooms.

- Stakeholders generally approved of NGN's strategic priorities for GD3, acknowledging their comprehensiveness. There was also agreement on the importance of Net Zero, accompanied by a call for a clear roadmap towards 2050. Other priorities highlighted were People & Skills, Environment & Sustainability, and Safety.
- When polled about their top three priorities, stakeholders voted predominantly for Vulnerability & Fuel Poverty (57%), followed by Net Zero Carbon Energy System (53%), and Safety (45%). While the related discussions revealed variation among stakeholder groups, Safety was a recurrent theme.
- A second poll demonstrated which priorities stakeholders expected to gain prominence between 2026 and 2031. Here, Net Zero Carbon Energy System gained the majority of the votes (75%), followed by Environment & Sustainability (40%), and Cost Efficiency & Value for Money (35%), revealing a notable shift in stakeholder focus.
- Comparison of the two polls revealed a 23% decrease in votes for Vulnerability & Fuel Poverty, along with a 17% decrease for Safety. Net Zero Carbon Energy System saw an increase of 19%, Cost Efficiency & Value for Money an increase of 9%, and Environment & Sustainability an increase of 6%. People & Skills recorded no change, retaining 34% of the votes. During discussions, stakeholders emphasised the need for a balanced strategic focus.
- A number of missing areas, or elements that could be made more visible within the existing priorities, were identified. These included the sustainability of the priorities themselves, collaboration, EDI, resilience, and government lobbying. Different stakeholder groups brought their own unique concerns to the table.
- Specific actions relating to NGN's Strategic Priorities were also proposed by stakeholders; for instance, educating customers about environmental issues, maintaining innovative engineering practices, and introducing a bottom-up recruitment strategy to improve diversity within NGN.

SESSIONS 2 AND 3: PERFORMANCE TO DATE AND FUTURE DIRECTION

In these two carousel sessions, NGN representatives gave short presentations on the organisation's strategic priorities, in pre-arranged breakout rooms. Stakeholders were then invited to respond, with discussions led by EQ facilitators. After a coffee break, the process was repeated, with stakeholders being moved into new breakout rooms according to their preference.

- Stakeholders agreed that NGN should aim for excellence in Customer Service. Suggestions for improvement in this area included benchmarking against other organisations, offering customer feedback options in multiple languages, and engaging customers unfamiliar with digital technologies.
- In discussions on network Safety and Reliability, efficient communication and streamlined planning were identified as critical for minimising disruption caused by works. Stakeholders recommended early and clear communication to residents, closer collaboration between utilities and local authorities, and the use of resident surveys.
- Stakeholders suggested a range of strategies for effective working in the area of Vulnerability & Fuel Poverty. Ideas included funding jobs and training, partnering with foodbanks, improving access to customer support, and developing a data management system for fuel poverty referrals.
- Stakeholder needs in the area of Net Zero included more funding, supply chain uncertainties being addressed, and NGN enhancing their role as a public enabler. There was a shared desire for NGN to communicate effectively with stakeholders, and a general call for the case for hydrogen to be evidenced. Suggestions for achieving a 'just transition' included dynamic tariffs and government subsidies, wide-ranging stakeholder collaboration, and innovative solutions.
- A number of challenges in the area of Systems, Technology, Information & Data were identified; most notably data consistency and impersonator sites. The need for NGN's open data portal to have robust data quality processes was emphasised.
- In the area of Environment & Sustainability, stakeholders suggested a future focus on sustainable procurement, electric vehicles, and biodiversity, among others. They also proposed that NGN consider emerging topics, such as the internet's carbon footprint and the promotion of co-benefits. Stakeholders further suggested that NGN could minimise the impact of their operations by targeting their environmental work and reviewing their use of sustainable materials.
- Stakeholders discussing People & Skills praised NGN's activity in the area of workforce diversification, suggesting that they could foster social mobility by partnering with charities and engaging with young people across age ranges.

Q&A SESSION

- During the additional Q&A session following the main conference, questions referenced a range of topics, including systems and data, diversity, and the transition to hydrogen.

WRITTEN FEEDBACK

After the workshop, stakeholders were asked to complete a short feedback form about the event. Some of the key findings are shown below:

- Stakeholders gave a satisfaction score of 8.5/10 for the event, where 10 is the most positive view.
- When asked how they rated the discussions, attendees gave a score of 8.21/10, where 10 is the most positive view.
- When invited to assess the event content and speakers, participants gave a score of 4.64/5, where 5 is the most positive view.
- Stakeholders gave a satisfaction score of 8.86/10 for their relationship with NGN, where 1 is very dissatisfied and 10 is very satisfied.

SESSION 1: DELIVERING EFFICIENTLY AND PROVIDING VALUE

Dean Pearson began the first discussion session by introducing NGN and its role in the wider energy industry. He then reviewed the organisation's performance to date, demonstrating how NGN had consistently beaten its targets and outperformed against allowed expenditure in the current period. He then handed over to Greg Dodd, who revisited NGN's Strategic Priorities, considering them through a lens of cost efficiency and value for money.

Stakeholders were then invited to feed back on NGN's strategic focus in the breakout rooms.



SUMMARY

Stakeholders broadly felt that NGN was pursuing the right Strategic Priorities for GD3, with a number expressing their agreement with all ten of them. However, it was argued that, while the priorities might have been adequate five years ago, they now needed to evolve to become more externally facing. The point was also made that there should be a greater emphasis on innovation and the whole-systems approach, as these are critical to the decarbonisation agenda. There was also a call for the interdependencies between the priorities to be demonstrated. It was generally acknowledged that the Net Zero priority was of paramount importance, with stakeholders underlining the necessity of having a clear roadmap towards 2050 and a comprehensive approach to upskilling the workforce to meet future industry demands. Other priorities highlighted repeatedly by stakeholders were People & Skills, Environment & Sustainability, and Safety.

While some stakeholders acknowledged the comprehensive nature of NGN's Strategic Priorities, a number felt that some elements were missing or needed to be made more explicit; notably a focus on the longevity of NGN's plans and collaboration, particularly in the area of Net Zero. Others hoped that innovation and strategic partnerships were included in the existing priorities. Additional considerations emerged from

different quarters. While a local authority officer suggested that resilience could be a missing element, an environmental group representative felt that equality, diversity, and inclusion (EDI) was lacking. A business representative argued that the list should better reflect the dynamic context in which the gas industry operates, by including a further area of focus incorporating lobbying activity on behalf of the organisation and the region. One stakeholder asked whether the highest priorities were weighted.

When stakeholders were asked to vote, using Slido, on their top three strategic priorities for the remainder of the Business Plan, Vulnerability & Fuel Poverty received the majority of the votes (57%), followed by Net Zero Carbon Energy System (53%), Safety (45%), People & Skills (35%), and Environment & Sustainability (33%). Systems, Technology, Information & Data received the fewest votes, along with Cyber Security (both 8%).

In related discussions, Safety was a recurring theme across different stakeholder groups. However, there was notable variation in other areas of focus. One utility/energy group representative stressed the importance of Customer Service and of Cost Efficiency, while a local authority officer emphasised the urgency of addressing the issue of Fuel Poverty. Understandably, vulnerability group representatives were equally concerned with Fuel Poverty, and one local authority elected member also described it as a core issue. Net Zero was another priority for stakeholders, with local authority officers and one business representative agreeing on its primary importance. For the same business representative, Cyber Security was also a major priority. They argued that no plans should proceed if both Cyber Security and Safety were not guaranteed.

When stakeholders were asked to vote a second time, this time on which Strategic Priorities they expected to rise in importance in the period 2026 - 2031, Net Zero Carbon Energy System received a clear majority of the votes (75%), followed by Environment & Sustainability (40%), Cost Efficiency & Value for Money (35%), People & Skills (33%), and Vulnerability & Fuel Poverty (31%). This time, Customer Service received the fewest votes (8%). Compared with the first poll, Vulnerability & Fuel Poverty saw a decrease in percentage of votes of 23%, while Net Zero Carbon Energy System saw an increase of 19%. The third biggest change was recorded for Safety, which saw a decrease of 17%. Conversely, Cost Efficiency & Value for Money increased by 9%, and both Environment & Sustainability and Cyber Security increased by 6%. People & Skills was the only Strategic Priority to show no change, receiving 34% of the votes in both polls.

In related discussions, stakeholders stressed the importance of a balanced approach from NGN, considering both short- and long-term areas of focus and the potential interdependencies between the different priorities. A vulnerability group representative proposed that immediate action to help people survive the winter should align with a more enduring focus on achieving Net Zero emissions, while a business representative pointed out that the drive toward Net Zero should not inadvertently escalate the problem of fuel poverty. Particular areas that stakeholders argued would gain relevance were People & Skills and Environment & Sustainability. A utility/energy group representative highlighted the challenge of attracting talent and meeting the skills deficit across the energy sectors, while a local authority elected member suggested that identifying and sourcing alternative fuels, including hydrogen, would become

increasingly important. NGN's efforts in the areas of Environment and Net Zero were praised by one stakeholder, who represented an environmental group.

Stakeholders proposed several specific actions relating to the Strategic Priorities that NGN should take. A local authority officer argued for disseminating information to customers that would foster their appreciation of environmental issues and guide them to take energy-saving steps themselves. Speaking more generally, utility/energy group representatives hoped that the organisation's approach to engineering would remain innovative, lauding their record in this area. They also commended NGN's lobbying efforts to balance the gas network with electricity. Lastly, a vulnerability group representative felt that a bottom-up recruitment strategy would enhance diversity at leadership level within NGN.

VERBATIM COMMENTS AND VOTING

1. Are these areas of focus for GD3 still the right ones?

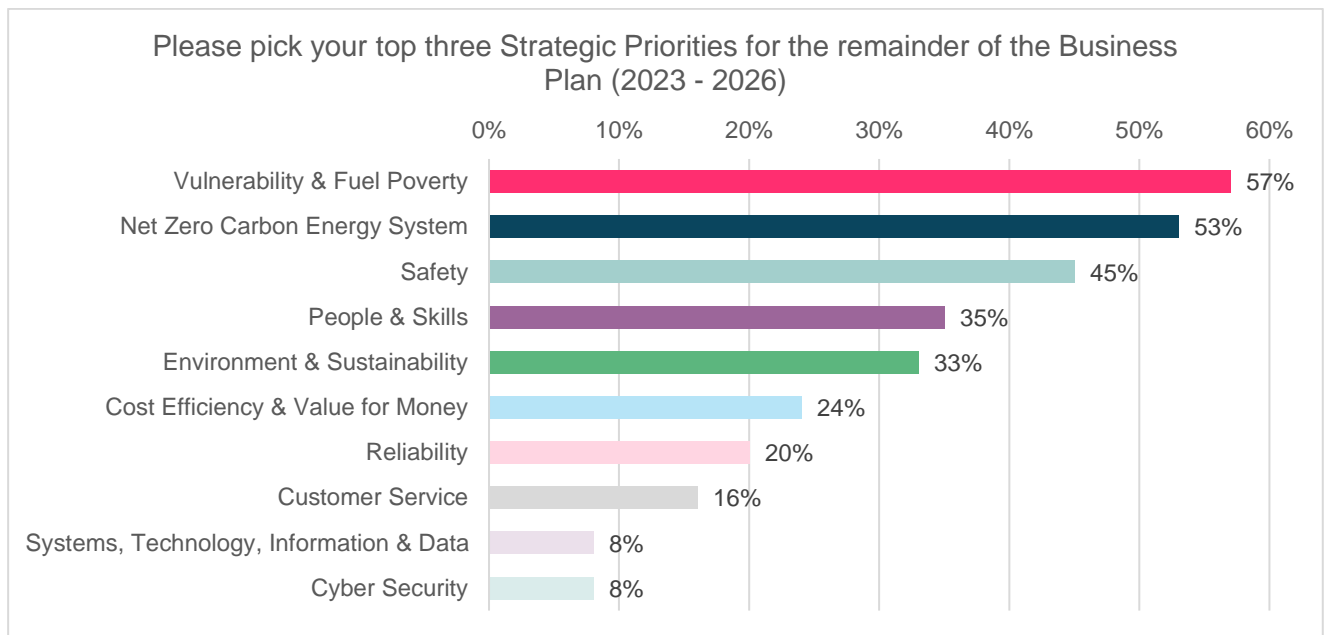
- "Net Zero is hugely important. You have the 2050 legal deadline, which is great, but the number one priority is outlining exactly how we get there." Utility/energy group
- "I agree Net Zero is the priority." Local authority officer
- "There is a concern that there won't be enough of a workforce to implement any future plans, across the entire industry. The focus has got to be on a high level of upskilling among the workforce." Local authority officer
- "They would have been fine five years ago, but they need to be more externally facing now." Business representative
- "These look like independent priorities, and the internal and external interdependencies between them need to be fleshed out. They need to be more dynamic and interlocking going forward." Business representative
- "Innovation and the whole-systems approach need to stand out more prominently. These areas will be critical as part of the decarbonisation agenda, so I'd really like to see them included." Utility/energy group
- "If I had to choose one, it would be Vulnerability & Fuel Poverty." Consumer body
- "From my team's point of view, a key area would be Sustainability. That comes hand in hand with the new energy systems." Local authority officer
- "The priorities seem appropriate given my level of knowledge." Local authority elected member
- "I see the ones I want to see, which are environmental things and developing people's skills." Environmental group
- "The Net Zero agenda is really important. There's been lots of talk about leakage, which is an important aspect to consider as well." Environmental group
- "Concerning the ten strategic areas on the slide, safety would be the priority for us. Reliability would also be a priority. A third priority is focusing on people with skills. Overall, these ten priorities strike me as the right priorities." Business representative

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- “I think the ten priorities are correct. Where I work, we align with the Environmental & Sustainability priorities. It’s good to see these included in the ten targets.” Gas suppliers and shippers
 - “Our priorities are Safety and Customer Service, followed by People & Skills. In the latter case, this includes the priority of retaining staff. I totally agree with the ten priorities on the slide.” Business representative

2. Of the long list, are there others we should be focusing on? What’s missing?

- “I don’t think anything is missing from the list.” Community and local energy
- “We need to make sure there is longevity in these plans, and that they are sustainable to the future.” Community and local energy
- “I think a specific future look is missing, we need to make sure these are all long-term, sustainable solutions.” Local authority officer
- “We need to be looking at on-shore storage as well as off-shore, taking inspiration from what is happening in America.” Business representative
- “I think that the context in which the gas industry is operating needs to come through more strongly. I’d like to see something added that involves lobbying on behalf of the region and the business to reflect this dynamic environment that the business is operating in.” Business representative
- “Collaboration is key, as NGN can’t deliver the measures underpinning these areas of focus alone.” Business representative
- “In some of the NGN’s work towards Net Zero, collaboration is crucial, so this needs to come through more strongly.” Local authority officer
- “I can’t see anything that sticks out that seems to be missing. Is there a weighting of what the highest priority is or where we will focus on certain areas?” Business representative
- “It’s hard to add anything to this all-encompassing and, honestly, quite scary set of priorities.” Consumer body
- “Innovation could be amongst these priorities. I presume it’s included in all these areas.” Vulnerability group
- “Perhaps there is one missing, and I don’t know if it’s applied and fits across the piece, but I think strategic partnerships should fit as a strategic priority.” Utility/energy group
- “The only other thing I can think of would be resilience. I’m not sure where that fits in there.” Local authority officer
- “The only thing missing for me is the EDI aspect. There was lots of talk in the beginning, but perhaps that falls into the people and skills area.” Environmental group

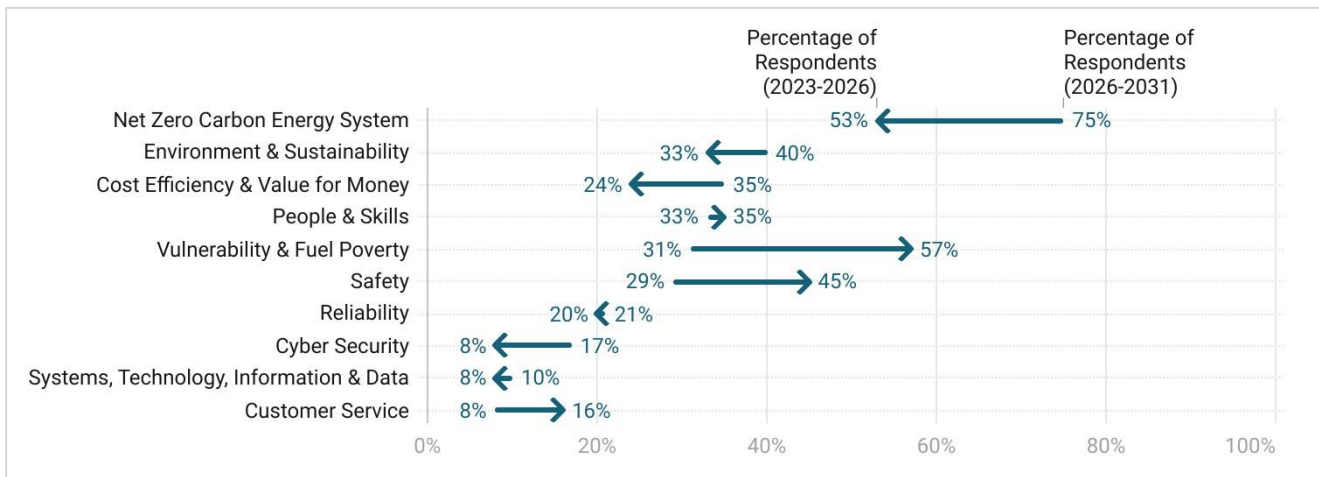
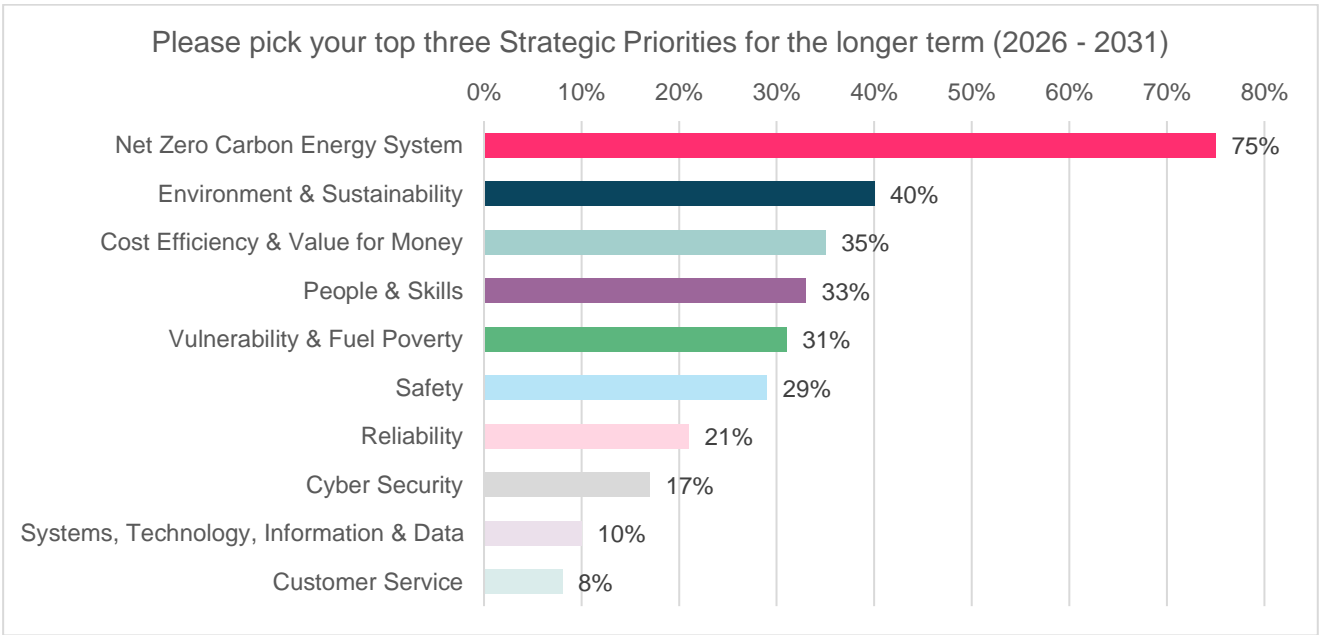
3. Which do you think should be our priorities for the remainder of the Business Plan (now till 2025)



- “Things like Customer Service, Cost Efficiency, Safety are going to come through. But equally important for the business is to be accepted in the community that it works in.” Utility/energy group
- “Safety, Reliability, and Customer Service are all an equal priority. You’ve got to offer a safe and reliable system to customers.” Utility/energy group
- “Fuel Poverty should always be at the forefront as a priority.” Local authority officer
- “Cost Efficiency and Value for Money ticks multiple boxes from an affordability perspective, and it does also overlap with poverty.” Local authority officer
- “Net Zero is obviously extremely important, specifically looking at what that future system looks like.” Local authority officer
- “Safety and Cyber Security are the major ones for me, as you shouldn’t do anything if it is not safe and cyber secure. Net Zero is a big one too, of course.” Business representative
- “For the people of Redcar, I would say grid safety is a big thing. They’re being bombarded with information that suggests they won’t be safe. From what I’ve seen, NGN have thought of things that we didn’t think of, in terms of getting information to people that puts them at ease.” Local authority officer
- “Vulnerability & Fuel Poverty, plus Cost Efficiency & Value for Money, are a priority from our point of view.” Vulnerability group
- “Some of my constituents are in a dire situation with the cost-of-living crisis. They are wondering if they can heat their homes or cook on their gas stoves. This is why Fuel Poverty is a core issue for me.” Local authority elected member
- “I agree Vulnerability & Fuel Poverty is a priority based on the people we see.” Vulnerability group
- “Safety is the one that’s come up mainly. For everyone, but also for vulnerable people and their mental health?” Local authority elected member

- “The Net Zero Carbon Energy System, as we approach 2050, becomes more and more important. The rain we had on Sunday, and the impact that had, we are going to see that more frequently. That comes into the reliability, the resilience, the sustainability.” Local authority officer
- “Safety should be the prime focus. Also, quality and Customer Service matters.” Business representative
- “Safety is a priority for us. If we know what NGN’s targets are, we can incorporate this into our services.” Gas suppliers and shippers

4. Do you expect to rise in importance in the period 2026 - 2031?



- “There should be a short-term and long-term response. Short-term should be a focus on helping people survive the winter and long-term should be Net Zero.” Vulnerability group
- “Potential interdependencies between the areas of focus will become a lot more important over this period. For example, driving towards Net Zero should not cause a spike in fuel poverty. Any potential

knock-on effects to pursuing your areas of focus need to be reflected in any strategies.” Business representative

- “People & Skills will be a big one. The talent demand and skills deficit are huge issues for the gas and wider energy sector. Attracting talent is a big challenge and, therefore, a priority.” Utility/energy group
- “I’d suggest grants for people. NGN could look for money from government. Some of these actions are way out of anybody’s league.” Vulnerability group
- “I would think Environment and Net Zero Carbon Energy. There is a concerning picture, and it’s really promising to work with a company who are doing what they can to help.” Environmental group
- “It will be alternative fuels and where you get them from. Where will you get hydrogen from?” Local authority elected member

5. Are there any specific actions under each one you think we should do?

- “Northern Gas Networks are really good at looking at engineering from an innovative perspective, especially regarding turning to a hydrogen network.” Utility/energy group
- “Things are moving fast in Net Zero developments. The hydrogen replacement is underway, but there will be an extremely high impact if the government decision doesn't go the right way. That hydrogen asset will have to be decommissioned, and that alone will take 15 - 20 years.” Utility/energy group
- “It’s really important to balance the gas network with electricity, and NGN are really good at pushing the government on that.” Utility/energy group
- “You don’t need to sack and rehire for representation at a top level. You just need a representative recruiting strategy from the bottom up.” Vulnerability group
- “Customer information. Customer appreciation of the environment and how they’ll have to do their bit themselves, as well as where there are grants available for insulation.” Local authority elected member

SESSIONS 2 AND 3: PERFORMANCE TO DATE AND FUTURE DIRECTION

Two ‘carousel sessions’ involved facilitated discussion of seven topics, incorporating NGN’s 10 Strategic Priorities, across 20 breakout rooms. NGN representatives gave short presentations at the beginning of each discussion, for context, before stakeholders were invited to respond. There were five discussions on the topic of Net Zero Carbon Energy System, four on Vulnerability & Fuel Poverty, four on Environment & Sustainability, three on Network Safety & Reliability, two on People & Skills, one on Customer Service, and one on Systems, Technology, Information & Data, and Cyber Security.

SUMMARY

Customer Service

In this discussion, stakeholders agreed that NGN should be striving for excellent, not just good, customer service. It was suggested that NGN could benchmark their performance in this area against other organisations. When asked for their views on NGN’s customer service focus for GD3, one stakeholder proposed that NGN consider ways of capturing feedback in other languages, including British Sign Language (BSL). Another suggested that engaging with customers who are unfamiliar with digital technologies, including AI, would be important. It was also argued that the decrease in customer complaints reported by NGN might be due to the organisation’s complaints process becoming harder to negotiate, rather than an improvement in the organisation’s performance.

Network Safety & Reliability (our mains replacement programme)

Stakeholders in these discussions believed that efficient communication and streamlined planning processes were paramount for minimising disruptions in complex areas. It was argued that early communication to residents and acting quickly were vital for both reducing physical disruption and minimising environmental impact. Stakeholders also agreed that communication to residents needed to be clear and effective. It was further suggested that local authorities should work more collaboratively with utilities to reduce delays in both planned and unplanned works. One stakeholder proposed resident surveys as a way of gathering useful information for planning purposes, as well as engaging more effectively with local festivals and events. Another believed that face-to-face discussions on site in the early planning stages were the most useful form of engagement.

Vulnerability & Fuel Poverty

During these discussions, stakeholders suggested ways for NGN to spend its money effectively in this area, including funding jobs and giving training, maintaining support for vulnerable households, and developing a data management system for fuel poverty referrals. When asked to consider how NGN might better target the people most in need of support, stakeholders expressed a range of views, including working with foodbanks, giving vulnerability groups access to NGN’s community partners, and being clear to customers

about what help is available to them and how to access it. While there was no call from stakeholders for NGN to change their approach in GD3, it was argued that the organisation should collaborate more with other gas distribution networks in the future. Other stakeholders thought that educating young children about energy conservation and teaching customers how to use new technologies should be priorities. Water companies, and Yorkshire Water in particular, were proposed by one stakeholder as organisations that NGN could partner with to share best practice.

Net Zero Carbon Energy System

In the discussions on this topic, stakeholders indicated their own needs and requirements in this area, which varied according to the type of stakeholder they were. For a vulnerability group representative, it was funding, while for a business representative, it was seeing supply chain uncertainties addressed. Stakeholders expressed a shared desire for them, and the public, to be kept informed, and there was also a call for NGN to work more prominently as a public enabler for Net Zero. Regarding NGN's engagement activities, it was suggested that customer communications be segmented and targeted for different audiences, and that the organisation demonstrate how it holds itself accountable to stakeholders. In general, participants felt that the case for hydrogen needed to be evidenced in order for customers to accept the changes it would bring. Stakeholders suggested that dynamic tariffs and government subsidies would help ensure a just transition to Net Zero, as well as collaborating with as wide a range of stakeholders as possible, a coordinated approach across systems, and delivering innovative, accessible solutions.

Systems, Technology, Information & Data, and Cyber Security

This discussion was not as well attended as some others. Stakeholders proposed that challenges in the area of cyber security and data included ensuring data consistency, understanding the needs of customers, and tackling the problem of impersonator sites. One stakeholder felt that NGN's open data portal should have robust data-quality and feedback-loop processes.

Environment & Sustainability

When discussing what NGN's RIIO-3 Business Plan should focus on in this area, stakeholders offered a range of opinions, including sustainable procurement, electric vehicles, biodiversity, climate adaptation, and resilience. An environmental group representative also suggested that reducing gas leakage and focusing more on material usage should be priorities. Further to this, when asked to consider what new or emerging Environment & Sustainability topics NGN needed to consider, stakeholders proposed the internet's carbon footprint, gas leakage, and communication around co-benefits. While NGN's existing efforts to minimise the impact of their operations were praised by one stakeholder, others suggested that the organisation could do more by targeting environmental work and considering their use of sustainable materials. Finally, the RERF building in Leeds and Net Zero Go were given as examples of best practice.

People & Skills

Stakeholders praised the work that NGN were doing in the area of workforce diversification, and suggested that the organisation could foster social mobility by partnering with charities and making more connections with young people, including those of primary school age.

CUSTOMER SERVICE

1. Is good, good enough?

- “It seems complaints have dropped, but I’m not sure that’s good. Complaints are really useful feedback, and a drop in complaints doesn’t necessarily mean you’re doing well. It’s possible you’ve become harder to make complaints about. An attitude of ‘we can always do a bit better’ is where complaints can be very useful.” Consumer body
- “The key is getting the views from the customers. Good is good enough, but the competitive nature drives us to want to be exceptional, that is to say at least 9.4.” Utility/energy group
- “Good isn’t enough. You have to be great. It’s easy to say, but it comes down to who thinks you are good. You need to find the people who are giving you low ratings and work with them.” Vulnerability group
- “I can’t say if 9 is good because it depends on your scoring system. More important than scores is your direction of travel, which seems to be right. You should also benchmark against other organisations.” Consumer body

2. What else should we be doing in terms of our focus for GD3?

- “Consider how you capture feedback if it’s in a second language or in BSL.” Vulnerability group

3. This (stated) is our focus for the remainder of GD2. Does this feel right?

- “What people see on the ground is a notice and how to contact you. Some people are reassured to see a phone number and prefer that over emailing.” Consumer body

4. This (stated) is our focus for the remainder of GD3. Should we go further? (NB, this would come at a cost to customers.)

- “Don’t forget the vast numbers of people out there for whom AI is unfamiliar. It’s good you have a young person panel to talk about the future and AI, but it’s good to also engage with the opposite end of the digital spectrum.” Consumer body

NETWORK SAFETY & RELIABILITY (OUR MAINS REPLACEMENT PROGRAMME)

1. How should we be minimising disruption in complex locations/areas with high disruption?

- “It’s about people getting their customer letter well in advance.” Utility/energy group
- “So it doesn’t damage the environment, and as long as you set expectations and limit impacts. It’s about communicating and doing it as quickly as possible.” Utility/energy group
- “We have planned and unplanned works, and in the unplanned work, we face issues gaining access to land. The delays have always been with the councils to let us in and out.” Utility/energy group
- “It’s the red tape and latency of the stakeholders.” Utility/energy group
- “With unplanned interruptions, the processes are the same. We have to get permissions, various tickets for, for example, putting a traffic light up.” Utility/energy group
- “Create a deck of averages to shine a light on the problems. Also compare between each local authority.” Utility/energy group

2. How can we plan our work more efficiently?

- “My interest in the Net Zero field is having hydrogen ready. This includes dealing with leaks and the reliability of the mains and how hydrogen can travel through these pipes. Metal pipes, for example steel and iron, might not be suitable for transporting hydrogen. I am interested in the argument about the need to replace pipes to enable hydrogen.” Local authority officer
- “If this is something that will affect residents, my concern would be that the language should be as clear as possible. Retrofitting homes, is, to my knowledge, for well-to-do people usually, so other less economically advantaged people need effective communication.” Local authority officer

3. Is there more we can do to minimise disruption in these areas?

- “In order to minimise disruption, I would emphasise lots of drop-in operations. At the local level, keeping the site nice and clean and tidy reduces disruption. One area where we could minimise disruption is if we could get more road closures agreed with local authorities. However, these discussions are difficult to organise.” Business representative
- “A key aspect of minimising disruption is getting everyone on board. Early engagement is a very significant factor for minimising disruption. For us, starting sooner allows planning to happen earlier.” Business representative
- “Making plans earlier with stakeholders is crucial. This helps to address issues like traffic. It’s important to discuss the plans as early as possible. It can make for a slow process but it’s crucial.” Business representative
- “When it comes to informing the public, it’s important to cover as many bases as possible in advance of when disruptions happen. This includes communicating to all the people and stakeholders likely to be affected.” Local authority officer
- “It’s important to consider the frame of reference when you’re sending letters to locals, informing them about disruption. An important frame of reference is the issue of efficiency. It’s important to

clarify this in correspondence. It's important to address how long-term energy efficiency will benefit customers in terms of saving money." Local authority officer

- "When it comes to minimising disruption, it's important to identify off-peak times for the local residents. Hearing from residents in surveys would be a good starting point for working on these projects. It's also important to consider people with health conditions. Local surveys are important for gathering this kind of information. It's also important to talk to local authorities to get useful local information." Local authority officer
- "Another potential area of disruption involves local events and festivals. These may not be familiar to those involved in the planning, but the people organising the events and festivals don't want disruption." Local authority officer

4. Are there any innovative suggestions you have to help reduce impact on customers?

- "We're pretty much there with innovation, it's early engagement that's key. Engagement is always better face to face, especially on site." Business representative
- "The important thing is to get people onto the site and have discussions about what's affected. Those are the key discussions." Business representative
- "Undertaking as much work as possible during school holidays is important. Taking weather factors into consideration when planning is useful." Business representative

5. How can we work more collaboratively to ensure that we deliver our mains replacement programme as efficiently as possible?

- "Local authorities are key to answering this question." Local authority officer

6. Is there anything that we haven't thought about that you'd like to raise/suggest?

- "An important source of engagement is involving the lads on the ground. It's important not to overlook the workers and engineers and the experience and knowledge they have acquired. It's important to draw on their experience when developing for the future." Business representative

7. Would you like to continue to engage with this in the future?

- "All engagement is good. Early engagement is particularly beneficial. It's important to ensure NGN communicate with suppliers." Business representative

VULNERABILITY & FUEL POVERTY

1. Are we spending our money in the right way?

- “The thing for me is making sure the projects are sustainable now, not just helping the people at the end. How do we equip the people coming to NGN with projects, so they can continue helping people when this money stops? This includes making the process slicker and quicker, and doing things like funding a couple of posts and giving training.” CEG
- “I’m having difficulties getting the funding for our projects. Just looking at properties is only half of our business. Fuel poverty is about people, energy efficiency is about buildings, and we need two different systems for this. The systems that I’ve looked at are either clunky or too expensive for Hull City Council. We need a single, unified tool that could bring together all the gas companies for example.” Local authority officer
- “The strategy looks sound, but looking further ahead, how the transition affects vulnerable households is going to be really important. There’s a danger that vulnerable households will be left behind without support. There’ll need to be an amount of capital expenditure in people’s houses, which is really hard when people are struggling.” Vulnerability group
- “It probably is spent the right way, but there’s never enough resource to cover what we need. We are dealing with people in need, and we must accommodate them. There are people on the cusp, who also need help. We need more money.” Local authority elected member
- “The challenge is spending money effectively. Work has started in that area.” Utility/energy group
- “Work with NHS and other health service providers. It would help a lot of people and become sustainable in the long term with funding.” Utility/energy group
- “One of our biggest difficulties is securing money for a fuel-poverty-dedicated system. The ones we have don’t want to incorporate any personal data into the system.” Local authority officer
- “There’s a need for a data management system to handle all the referrals. Should we be doing this in-house?” Local authority officer
- “We’ve been given substantial money this winter, but we’ve been given spreadsheets and they’re not enough. I feel like we’re letting people down, as we don’t have a proper system.” Local authority officer

2. How can we better target the people who need support the most?

- “People’s situations are changing so rapidly, and that’s something likely to continue. We need to find ways to prevent people being left behind when new heating or cooling technologies are brought in.” Business representative
- “One of the things we’ve noticed with help beyond the meter is offering help to replace appliances. If/when/how hydrogen is rolled out, there’ll have to be new appliances for everyone, so the old appliances problem will solve itself to an extent. I’m not sure that’s always recognised, how these two things will go hand in hand.” Consumer body

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- “At one of the NGN events, we talked with an engineer who'd worked with a client suffering with financial difficulties. I thought NGN would come back to us, but that referral seemed to just disappear in the system. That's one isolated incident, but that shows that, on top of the brilliant work, we still need to be making sure no one is lost.” Consumer body
 - “You could work with foodbanks. We get a lot of work through that.” Vulnerability group
 - “I don't know who your community partners are. I'd love to know how I can access these services for our customers. Home visits, for instance, are not necessarily what we do, but the service could be useful for our clients.” Vulnerability group
 - “We give energy efficiency advice, but so do other people. Customers need people to give them energy-efficient things. Rather than simply give advice, give people something practical like an energy-saving lightbulb.” Vulnerability group
 - “You can target people with prepayment meters who are going into an emergency.” Vulnerability group
 - “We can advise people in private rented accommodation, but they don't have the power to do anything. They may also not want to risk going to the landlord to ask about insulation because they might worry about losing their home.” Vulnerability group
 - “You could go to local councils to ask about the private rented accommodation situation in the area.” Vulnerability group
 - “NGN have a lot of money, and it's about ensuring that it's very clear to people that funding is available and the processes they need to go through.” Vulnerability group

3. Should we just do more of the same in GD3 or should we change our approach?

- “A priority for us would be NGN educating children when they're really young about how to keep warm in their homes without cranking up the heating.” Vulnerability group
- “Having a collective voice and a policy we can all support is key. Education and awareness of how to use current technology is important as we move towards alternative technologies, which will require a completely different mindset.” Local authority elected member
- “Recruiting a business development manager is interesting, because they could go out and recruit partners directly. You could also look at your current partners and deepen that by putting in more investment.” Business representative
- “There needs to be more collaboration between the GDNs.” Business representative
- “It's about putting the branding away and looking at what the GDNs can do together. There's always more that can be done.” CEG
- “It's about working in collaboration and not just in individual silos. So not just a gas piece or electricity piece, but how those interdependencies and interactions between sectors is understood properly.” Business representative
- “The one thing a business should not do is continue doing the same. It has to evolve.” Utility/energy group

4. Are there any examples of best practice from other companies that we could replicate/build upon/partner with?

- “Expanding current programmes and working with external partners is a good idea. Developing some kind of open technology would also be good, as there isn’t currently a single portal for customers, suppliers and organisations to access information and help. We need to manage the transition between GD2 and GD3.” Business representative
- “In my previous role I worked on a collaboration project with Yorkshire Water. This was a fascinating insight into different ways of working and collaborating. Maybe NGN should work with other utilities, such as water companies, whose areas are separate but who perform a similar function?” Vulnerability group

NET ZERO CARBON ENERGY SYSTEM

1. What are your needs and requirements?

- “Are NGN looking at geothermal heat or exploring any other solutions?” Local authority officer
- “I work with a small community interest company, helping fuel-poor households, generally in relation to extending the network out to them and providing funded gas connections. Unfortunately, the funding is just not there for gas central heating.” Vulnerability group
- “We need a whole-systems approach.” Vulnerability group
- “Are there more plans for blended hydrogen? I see you have a trial, but is that going to be rolled out on a wider scale?” Local authority elected member
- “Keeping us regularly informed is important. The general public don’t know enough about hydrogen.” Local authority officer
- “It’s going to be a mixture of renewable energies to achieve what we need. Hydrogen is absolutely fine, as long as it doesn’t change how people interact with their energy, both financially and practically.” Local authority officer
- “Keeping us informed and involved in the next steps is crucial. From a support perspective, there’s not anything more you need to do.” Environmental group
- “We can’t wait for government guidance. We all need to be pushing forward ourselves. This will inform the government’s next steps.” Environmental group
- “It’s about how NGN hold themselves accountable, for leakage in particular. We’re keen to have a conversation around the merit of carbon credits and what that means to young people. It has a risk of being seen as greenwashing without proper communication among young people.” Vulnerability group
- “I would like you to work more prominently as a public enabler for Net Zero, by furthering the wider piece around the role of hydrogen for big business and promoting the whole-systems piece. The materials seem to be overly focused on the specific pilot projects.” Business representative
- “I don’t feel like supply chain uncertainties are reflected in the challenges set out, particularly around policy decisions and the workforce base to deliver any projects established. It’s hard to get

investment without that certainty, so it would be good to see this addressed.” Business representative

2. What can we do to engage with stakeholders on our programmes?

- “A very low-level blend of hydrogen will help customers to feel more comfortable with hydrogen.”
Local authority elected member
- “You need to find a way to make hydrogen and the whole-systems approach more accessible to the public. It’s all about turning the focus outwards and creating a narrative that resonates with the wider public.” Business representative
- “NGN and my organisation interact a lot due to our shared patch and the whole-systems approach. There is potential for tapping into these synchronicities through joint pilot projects like the Electric Village, which enables the public to see how new, clean technologies work.” Utility/energy group
- “You should be looking into segmented and tailored communications, targeted at different customer audiences. For example, you could create partnerships with estate agents and cascade messaging down, advising people on the appropriate technologies to install in their home when they move in.”
Utility/energy group

3. The move to hydrogen (or electrification) will require customers to make significant changes. How do we get people to accept these changes?

- “With the village trials, you have to prove something. You have to show that there are no issues with regard to the hydrogen blend.” Local authority officer
- “Proving that there aren’t issues with hydrogen and sharing that in stories will get people hooked on these ideas, and they will be more comfortable and open to change.” Local authority officer
- “Innovation is the key, and finding those solutions that are right for every household type. Heat pumps, for example, are not suitable for every housing type. There will be alternatives, so it’s about finding them and proving them to get past that fear of the unknown.” Local authority officer
- “The public deserves to know all aspects of the changes, including a simple technical basis.”
Utility/energy group
- “One solution isn’t the answer. The impact across 70 million people in the country has to be government led.” Utility/energy group
- “NGN has to keep lobbying the government.” Utility/energy group
- “Payment is a simple one, especially at the moment. Price is a big factor in people’s opinions.”
Community and local energy
- “Decisions need to be based on fact and evidence and putting that to the government to support big policy decisions.” Vulnerability group
- “Hydrogen is better for large gas consumers, so NGN needs to be thinking about evidence to support those policy decisions, but also thinking beyond that and looking at both scenario A and scenario B, not just one solution.” Vulnerability group
- “Things need to be evidenced and simple for people.” Vulnerability group
- “I’m struggling to understand how cost effective it will be in the domestic sector, which is a big concern for the average person.” Vulnerability group

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- “There was a question about public confusion and clarity. The general perception over hydrogen risk is a problem, and one we look to support NGN in.” Business representative
 - “There were over 200 people at our event on Net Zero last week, and there is a great worry around the safety of hydrogen. The Hindenburg disaster was brought up a lot, and there needs to be a real push to educate people that hydrogen is safe and that the Hindenburg disaster was not caused by it.” Local authority officer
 - “It’s all about calming people’s fear of change.” Local authority officer

4. How do we ensure that the transition to Net Zero is just and fair?

- “We need a wide range of solutions, so we know that all people can participate. This involves collaborating with as wide a range of stakeholders as possible.” Local authority officer
- “We need to engage with social housing and private landlords as well, and this may require government intervention to push people and keep that momentum across all of the different sectors.” Local authority officer
- “Justness and fairness involve not forcing something on someone if it means they will end up in a worse position than they are already in.” Local authority officer
- “This may involve government subsidies or new tariff innovation, looking at how we charge and use tariffs.” Local authority officer
- “We might need to rethink the boundaries of time-of-use tariffs and take into account occupational time limits.” Local authority officer
- “On the economic side of it, there is a wide gap between the people who can and can’t afford their energy, so how we measure and establish that is important.” Utility/energy group
- “We need to make sure we are not just employing a blanket approach and forcing things onto people, especially from an affordability point of view.” Utility/energy group
- “Dynamic tariffs and adapting these to suit a profile of lifestyle will help, as will insulation and informing people how to save money.” Utility/energy group
- “A cost-efficient network will help, and explaining that the days of pushing fossil fuels through a pipe are numbered, but how we capture a whole community within that is complex.” Utility/energy group
- “We have tended to be income and affordability focused, but what we really need to think about is people’s ability to engage.” Local authority officer
- “Some people cannot access digital solutions, or have cognitive issues or disabilities which limit their ability to change. There might be language barriers. All of these things need to be considered, and any solutions need to be accessible by all.” Local authority officer
- “We need to communicate the benefits and be transparent about the negatives.” Community and local energy
- “The money needs to come from the government or other big money suppliers to do these projects.” Vulnerability group
- “We need collaborative working to ensure there is funding to combine systems and assist people in the best way.” Vulnerability group

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- “It’s about looking at the different components across all the systems, and having these backed up by appropriate government policy to achieve the required outcomes.” Vulnerability group
 - “We need the right government policy at the right time, supporting the whole discipline and the whole network, which in turn will mean we can provide the right assistance to the right households.” Vulnerability group

5. What are your plans to decarbonise (for local authorities)?

- “The Morecambe gas field is an important model to look to going forward.” Local authority officer

6. How do we educate people on whole systems and the fact that electrification might not be the most appropriate approach for certain locations and certain sectors?

- “We need to be speaking to people to influence them and change their minds.” Utility/energy group
- “Lobbying politicians is important to continue these decisions, and NGN are good at that, but this change will not happen just on social media. The impact needed is bigger, and that comes from the government.” Utility/energy group

SYSTEMS, TECHNOLOGY, INFORMATION & DATA

1. What do you assume are the greatest challenges we face with regard to cyber security and data?

- “It’s important to understand the data needs of your customers, as well as the data consistency challenges, particularly for people working in the Net Zero space.” Business representative
- “Impersonator sites are a bit of a menace and can easily trick people. You need to do something about that.” Local authority elected member

2. What do you think of our open data portal?

- “I hope that the technology is good at scanning for data inconsistencies. There need to be robust data-quality and feedback-loop processes.” Local authority elected member

ENVIRONMENT & SUSTAINABILITY

1. What Environment & Sustainability commitments should we be focusing on in our RIIO-3 Business Plan (2026 - 31)?

- “Something you haven’t mentioned is smart meters and people not having meters fitted because of the cost, and when they are fitted they can’t use them because they don’t have enough reception.” Local authority elected member
- “I think that sustainable procurement would have the biggest impact in terms of keeping things sustainable. Decarbonisation is really important, but, if you’re looking at supply chains, sustainable procurement is essential.” Environmental group
- “Electric vehicles! There are larger vehicles that would be more appropriate on hydrogen, and you could transfer older vehicles to hydrogen too. We shouldn’t be changing vehicles before they have lived their life, because this produces an incredible amount of carbon.” Local authority elected member
- “I think that biodiversity is a really interesting point, and perhaps you could be leading in that. I haven’t heard of any other company doing anything like that.” Utility/energy group
- “I’d go for climate adaptation and resilience as very important, and I think the impact of extreme weather events should be thought about. This links to energy security.” Local authority officer
- “Resilience for a gas distribution business is absolutely crucial. We must make sure everything is resilient.” Business representative
- “Reducing gas leakage is really important, as the carbon emissions from that are really high. I believe new research has come out that shows that emissions from leakage are just as damaging as emissions that come from coal, so perhaps that’s an area that should be focused on more.” Environmental group
- “Focus on material usage as well. A large portion of carbon emissions from NGN come from material usage, and I don’t see much focus on that in the current performance metrics.” Environmental group

2. Are there any new or emerging Environment & Sustainability topics that we need to consider?

- “Looking at the impact of the internet carbon footprint and how many emails are sent and how businesses can streamline that. In terms of an emerging issue, it’s the fastest-growing carbon provider, and it grows exponentially at a rate of 50% per year. The internet is more carbon neutral than other things for things like news, but it is growing as an issue.” Environmental group
- “The big topic at the moment is sewage and that sort of thing. Relating this to the gas world, if you talk about cutting your leakage, how big a problem is this? A 26% cut doesn’t seem like a big percentage? Publicity about what you’re doing would be good.” Local authority elected member
- “About replacement pipes being plastic. What does the replacement schedule look like? You should promote that this is a safer way to transport gas, and more reliable.” Local authority elected member

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- “I think you should definitely include co-benefits. Communicate that a single action can have multiple benefits. For example, if you use a battery to heat a sitting vehicle during the winter, that has the co-benefit of reducing pollution coming from the tailpipe and improving air quality.” Local authority officer
 - “To mitigate peoples’ worries about nature being affected to increase biodiversity, you just need to talk to people. As long as you communicate the reasons behind things, most people are not complaining for the sake of it.” Local authority officer

3. What more could we do to minimise the impact of our operations?

- “I don’t believe planting trees in the wrong place is the answer. The energy taken to maintain them needs to be considered. You have to target where to do your environmental work. You have your sites, and it’s what you do on those sites, whether it’s planting trees or putting up bird or even owl boxes.” Local authority elected member
- “It’s about where sites are and if habitats are going to be disturbed and biodiversity interrupted. This is an issue globally. I’m impressed with what NGN does already.” Environmental group
- “I don’t know if you want green roofs or solar panels, but I think solar panels are better. Maybe you could keep things in good condition in your storage areas too.” Local authority elected member
- “Focus on materials. I think there’s an opportunity to look at sustainable resources and what you’re doing with those.” Environmental group

4. Are there any examples of best practice you would like to raise?

- “The RERF building in Leeds springs to mind as a building that promotes biodiversity. It has an incinerator for household waste and over 1000 species of plants on the outside of the building, so it looks impressive too.” Environmental group
- “Do you encourage digestion-produced gas from animal and food waste and from maize?” Local authority elected member
- “Ensuring physical assets are resilient to future climatic changes. That really touches on climate change risk and opportunity, which links to the Taskforce on Climate-Related Financial Disclosures. This helps businesses identify not just impacts on their assets but also their business impacts, their impact on the world and the world’s impact on them.” Environmental group
- “It’s a difficult one, looking for other examples, because a lot of people are just beginning that journey.” Environmental group
- “Have you come across Net Zero Go? There might be some stuff in there you can pick up.” Local authority officer

PEOPLE AND SKILLS

1. How can we work to make our workforce more diverse?

- “It’s great, the breadth of work that you’re doing.” Business representative

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- “Fabulous work, well done.” Utility/energy group

2. What more can we do to foster social mobility?

- “You could partner with a charity working in this area.” Business representative
- “Doing more things like the Youth Panel, making connections with young people in schools, who aren’t always easy to access.” Environmental group
- “We take primary school pupils into industry settings. Maybe we could talk about doing that with you?” Vulnerability group

3. What training will new colleagues need AND want?

- Would you fund training for new, younger employees? Environmental group

Q&A SESSION

Following the main conference, an online Q&A session was held, during which stakeholders were invited to ask NGN senior management representatives further questions.

A range of topics were covered, including managing customer data, property improvements, NGN's role in discussions about the future of hydrogen, their approach to engaging older generations on the subject, and advertising science jobs to women.

VERBATIM

- “Can we collaborate better to produce better systems and better-managed customer data?”
- “2050 is years away. As a teenager now I will be 45 by that time, can you drive the Net Zero agenda forward sooner?”
- “My main concern is with customer support and whether people who are in fuel poverty have proper assessments being done on their properties to see whether there's anything that can be done to improve the actual properties, so they're not having to use much energy? And how you support them? And whether they do it, without actually having to find the money to put in?”
- “My question is about the volunteer days that the staff have. I just wondered what the general uptake is for those days. Have you seen a drop-off since Covid? And how much is that a priority moving forward? And what are you doing to make people take them up more and more regularly?”
- “What role do you take for yourself in leading the government discussion on the future of hydrogen as a conversion or the gas network in general? What sorts of collaborations with other gas networks are you involved with, or other industry players and organisations? What do you see is leading that decision making rather than purely reacting?”
- “How are NGN going to attempt to get information about hydrogen out to older generations? Because there's going to be times where the older generation is going to read things, look at things the younger generation aren't, and vice versa.”
- “How do you foster a spirit of innovation at NGN?” James Garland, EQ Communications
- “What exactly are you doing to make your energy data more open? And what's the potential role and public purpose of this open data, as we transition to Net Zero?” James Garland, EQ Communications
- “What do you do to attract the best and brightest new recruits, and has this become more challenging in recent years?” James Garland, EQ Communications
- “I'm interested to hear what you're doing to make your workforce diverse, and how you compare with the other gas networks in our area?” James Garland, EQ Communications
- “Do you work with employees to provide relocation, to cut their carbon footprint with regard to travel to work?”
- “I was wondering if there's anything NGN is doing to advertise science jobs, jobs in STEM, so that NGN had more women? Because I attend a STEM school, and, just by looking around, I can tell there's still lots of girls into the sciences.”

APPENDIX 1: WORKSHOP ATTENDEES

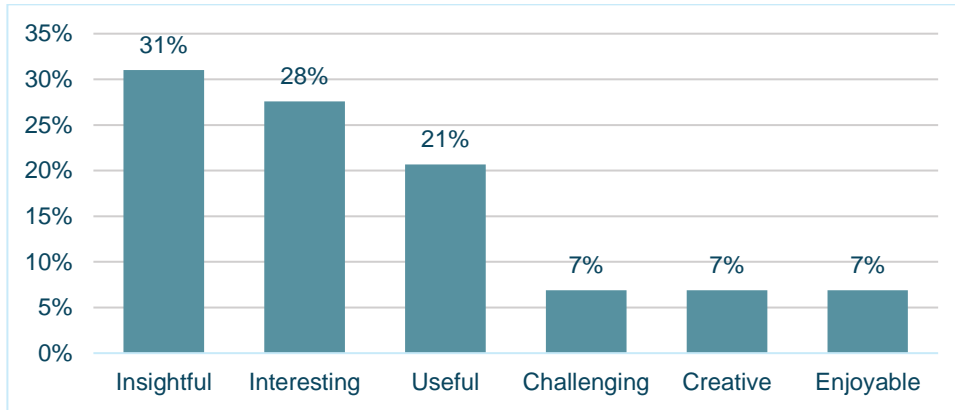
The following organisations were represented at the stakeholder conference:

AgilityEco	M A Utilities
Bosch Home Comfort	National Gas Metering
C&R Utilities	Newcastle Citizens Advice
Caldervale Technology Limited	NGN Citizens Panel
CBI	North East and Yorkshire Net Zero Hub
Citizens Advice County Durham	North Lincs Council
CNG Services Limited	North of Tyne Combined Authority
CoDC	Northern Gas Networks
Communitas Energy CIC	Northern Powergrid
Community Action Northumberland (CAN)	Optimise Consulting Group
Cumbria LEP	Rayden Engineering Limited
Darke Engineering Ltd	Rio ESG
Darlington Borough Council	Solutions for the Planet
David Carr Durham Limited	Speedy Hire
DNV	Stockton Advice and Information Service
Frazer-Nash Consultancy	Stockton Citizens Advice
Gas Safe Charity	Sustainable Pipeline Systems Ltd
Gateshead Council	The Carents Room
Heddon Parish Council	Utilergy Gas Limited
HEY Children's University	West Yorkshire Combined Authority
Highfield Food Coop	West Yorkshire Police
Hull City Council	Woodland Parish Council
IE Hub	NGN Young Innovators Council
Keswick Town Council	

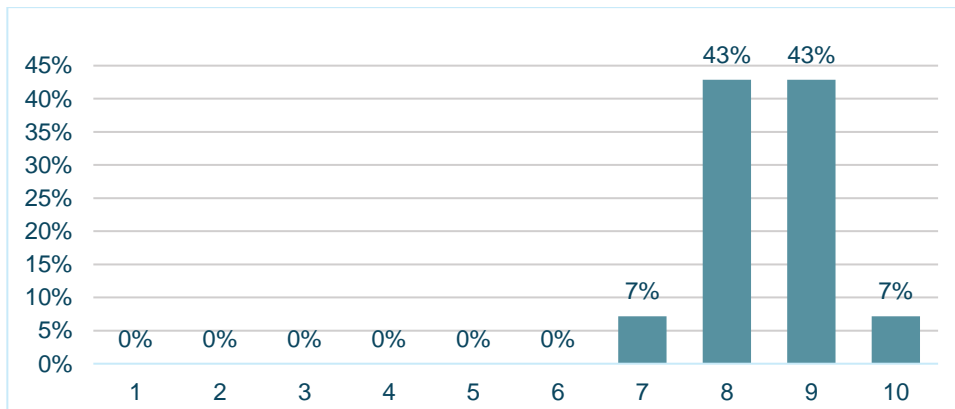
APPENDIX 2: WORKSHOP FEEDBACK

After the workshop, stakeholders were asked to complete a short feedback form. The feedback was as follows:

1. Choose two words from the list below to describe this event?

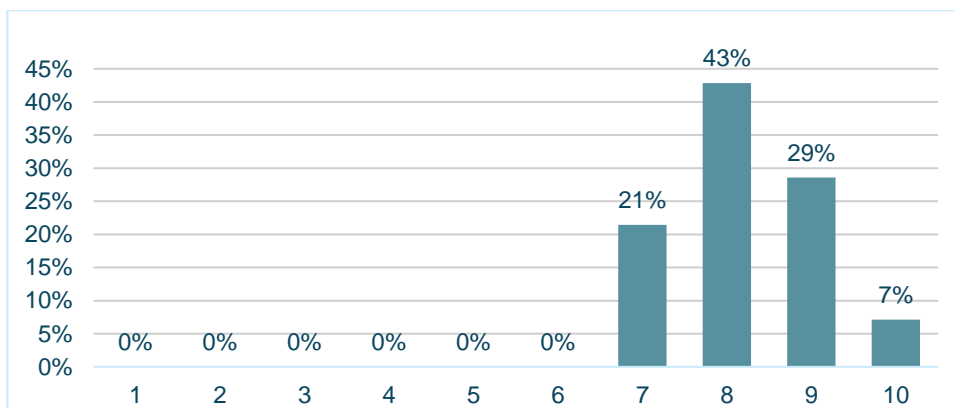


2. Overall, how satisfied were you with the event?



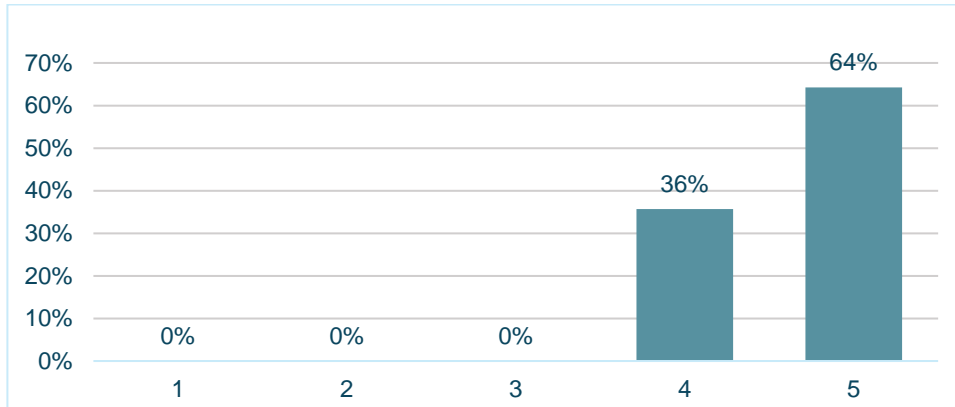
Where 10 is the most positive view

3. How would you rate the discussions?



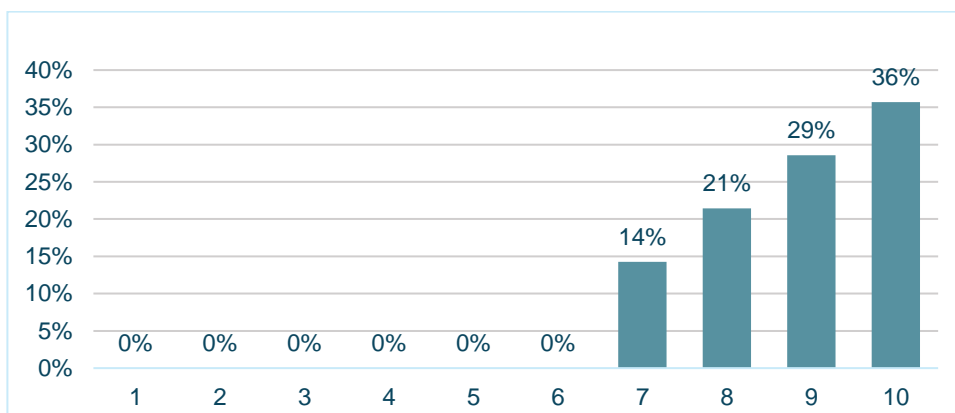
Where 10 is the most positive view

4. How would you rate the event content and speakers?



Where 5 is the most positive view

5. Did you find it useful to have a subject matter expert presenting in the session?



Where 10 is the most positive view

6. Is there anything you think could be improved/ changed for future workshop events?

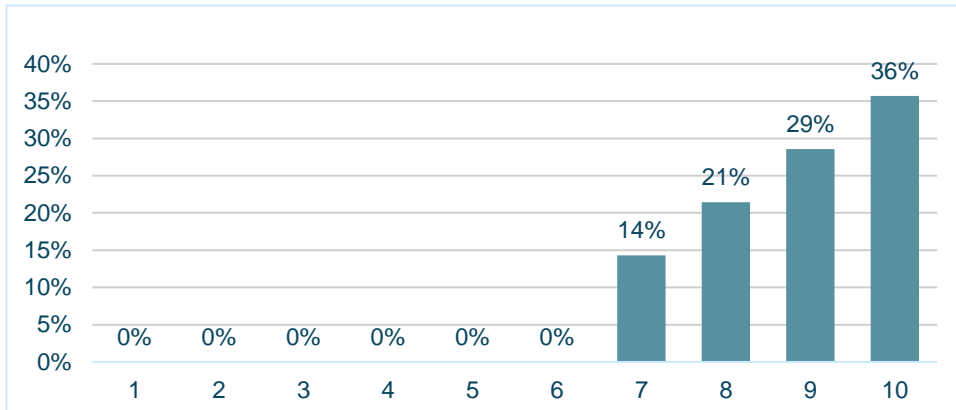
- “I think it all worked really well.”
- “Overall great discussions - Some guided questions in the People and Skills for our opinion may have been helpful for use to understand each of the stakeholder's position/opinion. Although what was shared was extremely useful and interesting!”
- “I thought that the event was really good and presented a lot of useful and insightful information. It was also great to be able to give our thoughts and opinions on particular subjects.”
- “No, the length and balance between plenary sessions and breakouts worked well.”
- “There needed to be bigger breakout groups to get the discussion going.”

7. Is there anything else you would like to tell us?

- “A slick operation, the mini break out rooms worked really well technically and were perfect for initiating discussion.”
- “Feel like we are in safe hands as a northern gas user.”
- “It might be worth asking stakeholders to give their suggestions for key focus areas prior to the session and then discuss those suggestions as asking on the spot can sometimes mean you don't get any suggestions given.”

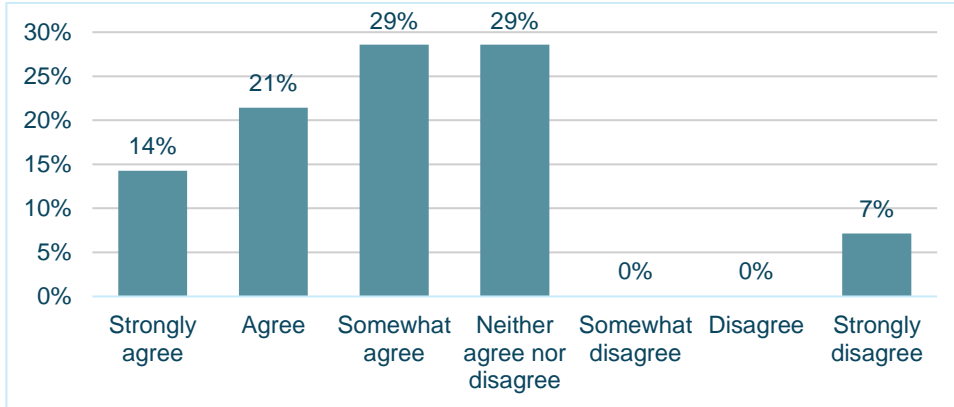
- “Well structured - really great to be able to have discussion on topics of interest with people in these very specific and important job roles. Great to further building our relationship at S4TP with NGN and be inspired by their other stakeholders. So much great contextual information and inspiration.”
- “Really enjoyed the workshop overall!”

8. Thinking of yourself as a stakeholder of NGN, how satisfied are you with the relationship that you have with them on a scale of 1-10, where 1 is very dissatisfied and 10 is very satisfied?

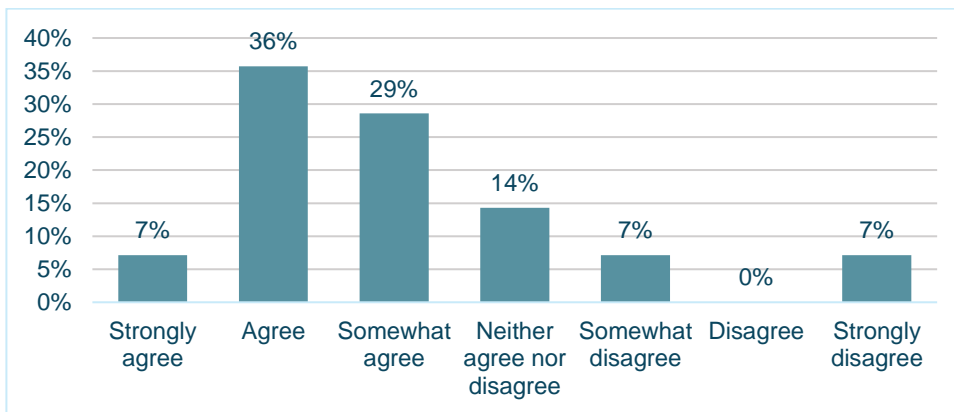


Where 10 is the most positive view

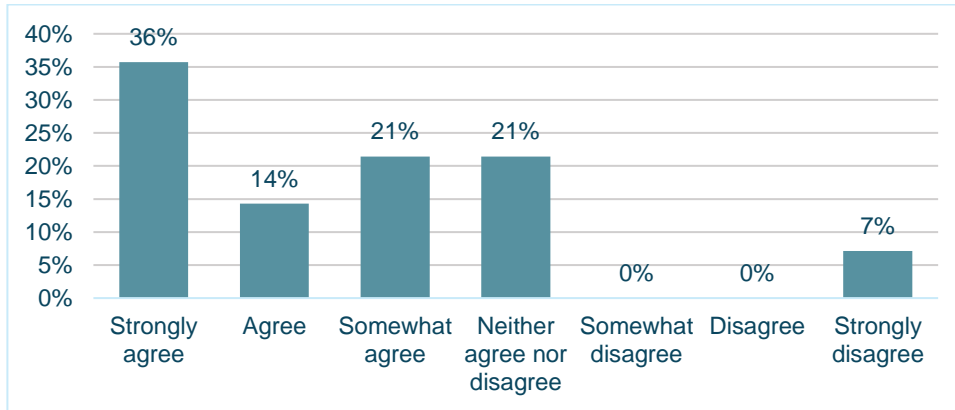
9. NGN keeps me up to date on their business plans



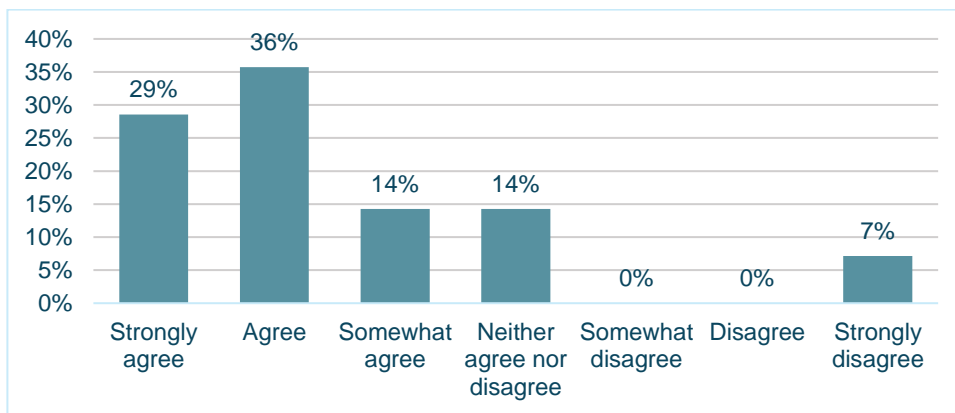
10. NGN provides me with clear information about their business performance



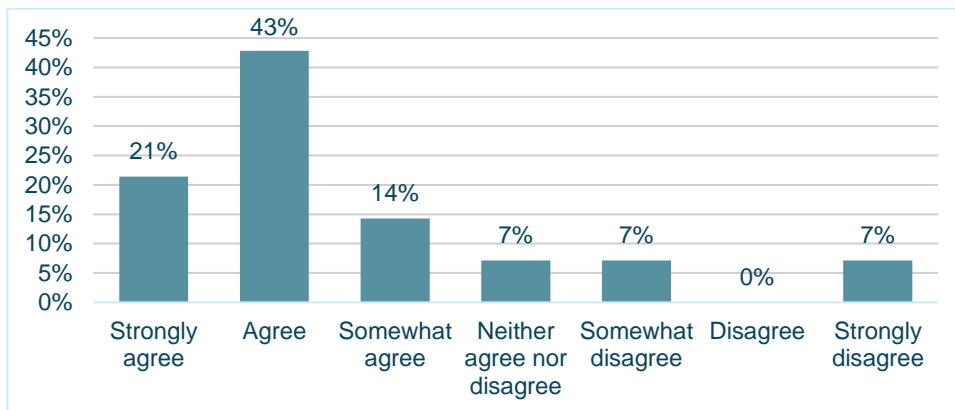
11. NGN provides me with opportunities to give feedback on the topics that interest me



12. NGN allows me to give feedback through my preferred method



13. NGN makes it clear how they have used feedback to change



14. How else would you like to engage with NGN in future? Please provide details below

- “More stakeholder engagement sessions like this.”
- “These events and likely some direct engagement will happen.”
- “Keep the strong relationship we have already!”
- “I would love to be sent the Stakeholder friendly business plans, GD2 and GD3. We interact in a way that may not be relevant to the Likert scale as above.”
- “Continue as previously with emails, regular calls.”



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