

Early Competition Plan

Appendix 7 – Engagement Summary

April 2021



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1 Who we have engaged with

Table 1 presents who we have engaged with at each phase in the development of the ECP categorised into different stakeholder groups.

	Phase 1	Phase 2	Phase 3
Transmission Owners ("TOs")			
Technology & Design Companies			
Generators			
Construction			
Consultants / Advisors			
Distribution Network Operators ("DNO")			
Regulatory / Public Body			
Investors / Funders / Finance			
Offshore Transmission Owners ("OFTOs")			
Other			

Table 1: Who we have engaged with

2 Our engagement summary

The tables below list the workshops and webinars we have hosted and used to develop our Early Competition Plan (“ECP”), the topics discussed, the purpose, and which stakeholders were represented at each event. The charts for each engagement present the split of stakeholders by organisation rather than individuals.

2.1 Phase 1

During Phase 1 of our project, we hosted 5 webinars/workshops and attended two Energy Network Association (“ENA”) meetings.

Table 2: Phase 1 engagement summary

Channel	Date	No. Attendees	Topic	Purpose
Webinar	12 Sept 2019	20 individuals 15 organisations	Introduction to early competition	Informing stakeholders about the ECP and how they can get involved
				
Workshop (Face to face)	25 Sept 2019	15 individuals 12 organisations	Early competition model development	The development and evaluation of early models of competition for design and build and design only models
				
Workshop (Face to face)	22 Oct 2019	21 individuals 18 organisations	Early competition model evaluation	Further refining the outputs from 25 Sept workshop in the development of early models of competition for design and build and design only models
				
Workshop (Face to face)	12 Nov 2019	16 individuals 9 organisations	Early competition model development	Building on the outputs from 22 October workshop in the development of early

Channel	Date	No. Attendees	Topic	Purpose
				models of competition for design and build and design only models
				
Webinar	03 Mar 2020	17 individuals 11 organisations	Phase 1 update	Update stakeholders on the Phase 1 update to Ofgem
				
ENA Working Group	06 Mar 2020	9 individuals 7 organisations	Early competition in distribution	ENA working group preparation of report into competition at distribution level
				
ENA Working Group	20 Mar 2020	11 individuals 7 organisations	Early competition in distribution	ESO presentation on Ofgem's request for ECP to consider ESO role in distribution and agree ENA Overarching Working Group input into the workstream
				

2.2 Phase 2

Table 3: Phase 2 engagement summary

Channel	Date	No. Attendees	Topic	Purpose of Discussion
ENA Work group	03 Apr 2020	11 individuals 7 organisations	Early competition in distribution	ENA subgroup final review of report on Ofgem's view of competition - ESO opportunity to share learnings from Phase 1 ECP
				

Channel	Date	No. Attendees	Topic	Purpose of Discussion
Workshop (Virtual)	04 May 2020	5 individuals	Tender	The commercial evaluation criteria to assess bidders' proposals and to gain stakeholder feedback
	06 May 2020	4 individuals	Commercial -	
	14 May 2020	8 individuals	Evaluation of	
	19 May 2020	2 individuals	Commercial	
		Total of 11 organisations	Elements of Proposals	
				
Workshop (Virtual)	04 May 2020	2 individuals	Tender Technical -	The provision of network related information to allow tenderers to develop their bids and to gain stakeholder feedback
	07 May 2020	5 individuals	Provision of	
	14 May 2020	4 individuals	Information	
		Total of 6 organisations		
				
Workshop (Virtual)	05 May 2020	5 individuals	Tender	Providing context around initial thinking of the procurement steps and to gain stakeholder feedback
	11 May 2020	8 individuals	Commercial -	
	14 May 2020	7 individuals	Procurement	
	19 May 2020	3 individuals	Process Steps and	
		Total of 15 organisations	Timelines	
				
Workshop (Virtual)	05 May 2020	3 individuals	Tender	What is awarded to the winner of the procurement process and the risk allocation between the stakeholders and to gain stakeholder feedback
	07 May 2020	4 individuals	Commercial - What	
	12 May 2020	9 individuals	do Winners Win	
	19 May 2020	2 individuals	and How is Risk	
		Total of 11 organisations	Allocated	
				

Channel	Date	No. Attendees	Topic	Purpose of Discussion
Workshop (Virtual)	06 May 2020	1 individual	Tender Technical - What Could be Competed	Assess the eligibility of needs/projects for early competition and to gain stakeholder feedback
	12 May 2020	5 individuals		
	15 May 2020	5 individuals		
	18 May 2020	4 individuals		
		Total of 7 organisations		

TOs	Technology & Design	OFTOs	Generators
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Workshops (Virtual)	06 May 2020 13 May 2020	2 individuals 6 individuals Total of 7 organisations	Solution Delivery and Operations - Construction Works and Commissioning	Provide context on our initial thoughts regarding construction and commissioning stages and to gain stakeholder feedback
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TOs	Consultants	OFTOs	Technology & Design	Generators
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Workshop (Virtual)	07 May 2020 15 May 2020 18 May 2020	3 individuals 2 individuals 2 individuals Total of 6 organisations	Solution Delivery and Operations - Operations, Maintenance and Decommissioning	An overview of our thoughts on the operation, maintenance and decommissioning stages and to gain stakeholder feedback
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TOs	Consultants	OFTOs	Technology & Design	Investors / Finance
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Workshop (Virtual)	11 May 2020 12 May 2020 13 May 2020	5 individuals 5 individuals 6 individuals Total of 7 organisations	Tender Technical - Evaluation of Technical Elements of Proposals	The technical evaluation criteria to assess bidders' proposals and to gain stakeholder feedback
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TOs	Technology & Design	OFTOs	Investors / Finance
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Workshop (Virtual)	11 May 2020 13 May 2020 15 May 2020	3 individuals 7 individuals 6 individuals Total of 7 organisations	Solution Delivery and Operations - Preliminary Works	Preliminary works stage, exploring payment options, incentives and risk allocation related to preliminary works and to gain stakeholder feedback
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Channel	Date	No. Attendees	Topic	Purpose of Discussion
<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> TOs Technology & Design Consultants OFTOs Other </div>				
Workgroup	15 June 2020	3 individuals 1 organisation	ENA	ENA sub group presentation of their report to Ofgem set out initial views on Ofgem's proposals for competition (in all forms) in distribution
<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> TOs </div>				
Webinar	09 July 2020	26 individuals 10 organisations	Phase 2 Consultation Launch Webinar	An overview of our Phase 2 consultation proposals and ask any clarification questions
<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> Technology & Design TOs Consultants OFTOs Investors / Finance Generators </div>				
Webinar	23 July 2020	16 individuals 9 organisations	Phase 2 Consultation Question & Answer session	An opportunity for stakeholders to ask any questions regarding our Phase 2 proposals ahead of consultation closure and / or verbally respond to the consultation
<div style="display: flex; justify-content: space-between; border: 1px solid black; padding: 2px;"> Technology & Design TOs Consultants OFTOs </div>				

2.3 Phase 3

Table 4: Phase 3 engagement summary

Channel	Date	No. Attendees	Topic	Purpose of Discussion				
Workgroup	02 Sept 2020	11 individuals	Grid Code Development Forum	An update on progress of ECP to date, promotion of upcoming webinars, Phase 3 consultation and discuss impacts on industry codes				
Workgroup	03 Sept 2020	11 individuals	Transmission Charging Methodology Forum	An update on our ECP and advise group of the upcoming webinars, Phase 3 consultation and discuss impacts on industry codes				
Workgroup	10 Sept 2020	5 individuals 4 organisations	ENA	Explore how ESO could be involved in supporting early competition in distribution in RIIO-ED2 if Ofgem decide to implement early competition in distribution				
<table border="1"> <tr> <td>TOs</td> <td>OFTOs</td> <td>DNOs</td> </tr> </table>					TOs	OFTOs	DNOs	
TOs	OFTOs	DNOs						
Workshop (Virtual)	17 Sept 2020 23 Sept 2020	10 individuals 9 individuals Total of 7 organisations	Roles in Early Competition workshop	Suggesting which entities would be best placed to carry out each role and the potential advantages and disadvantages of the selected entities owning key roles in the early competition process and seeking stakeholder views				
<table border="1"> <tr> <td>TOs</td> <td>Technology & Design</td> <td>OFTOs</td> <td>Other</td> </tr> </table>					TOs	Technology & Design	OFTOs	Other
TOs	Technology & Design	OFTOs	Other					

Channel	Date	No. Attendees	Topic	Purpose of Discussion
Workshop (Virtual)	22 Sept 2020 (am) 22 Sept (pm)	7 individuals 6 individuals Total of 5 organisations	Operational Incentives workshops	Focusing on the comparison of the availability-based operational incentives in the context of early competition and hearing stakeholder views

TOs	OFTOs	Technology & Design
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Workshop (Virtual)	23 Sept 2020 30 Sept 2020	10 individuals 2 individuals Total of 6 organisations	Information Provision	Seeking feedback from stakeholders on: potential need for network impact studies; Non-Disclosure Agreements; pre-submission reviews; event communications channels; and post award data exchange
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TOs	Technology & Design	OFTOs
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Workshop (Virtual)	24 Sept 2020 25 Sept 2020	7 individuals 7 individuals Total of 6 organisations	Risk Allocation and Post- Preliminary Works Cost Assessment	Identifying how the proposed Post-Preliminary Works Cost Assessment process could be structured and gaining feedback from stakeholders
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TOs	OFTOs	Construction	Technology & Design
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Workshop (Virtual)	24 Sept 2020 25 Sept 2020	8 individuals 7 individuals Total of 8 organisations	Heads of Terms and Industry Code Impacts	Developing of the potential licence or contract heads of terms as well as the potential impacts and changes required to industry codes discussing initial thoughts with stakeholders and seeking their views
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TOs	Construction	OFTOs	Technology & Design	Investors / Finance
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Channel	Date	No. Attendees	Topic	Purpose of Discussion
Workshop (Virtual)	29 Sept 2020	16 individuals 9 organisations	Indicative Solution Identification Process	Discussing with stakeholders the best way to evolve the Interested Persons Options Submission process so that stakeholders can input into the initial solution design

TOs	Technology & Design	Consultants	OFTOs	Construction	Other
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Workshop (Virtual)	01 Oct 2020 06 Oct 2020	8 individuals 5 individuals Total of 7 organisations	ESO Role in Distribution	Discuss with stakeholders their view on the ESO's Role in distribution
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TOs	Consultants	OFTOs	Technology & Design	DNOs	Public Body
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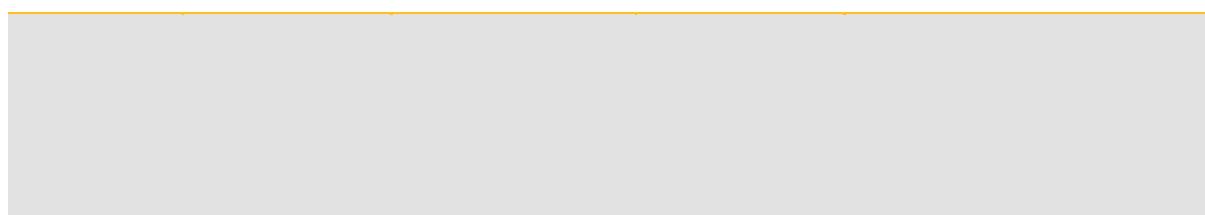
Workshop (Virtual)	15 Oct 2020	5 individuals 3 organisations	Interested Persons Process and Indicative Solution Identification Process follow up workshop	To address stakeholders' concerns raised in 29 September Indicative Solution Identification Process Webinar we arranged a follow up workshop with our colleagues from Network Planning. The focus of this workshop was on the Interested Persons process and how Early Competition will interact with this process
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TOs	Consultants
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Workgroup (Virtual)	18 Sept 2020	14 individuals 6 organisations	Workshop with ENA ED2 competition subgroup	Discuss ideas on who could fulfil roles if early competition is applied to distribution needs
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TOs	Consultants	OFTOs	DNOs
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Channel	Date	No. Attendees	Topic	Purpose of Discussion
Workgroup (Virtual)	24 September 2020	12 individuals 9 organisations	Grid Code Review Panel	Provide an update on progress to date and advise the upcoming webinars, Phase 3 consultation and discuss impacts on industry codes

TOs	Other	Consultants	Generators	DNOs	Public Body
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Workgroup (Virtual)	30 Sept 2020	6 individuals 4 organisations	SO-TO Code Panel	Provide an update on progress to date and advised members of the upcoming webinars, Phase 3 consultation and discuss impacts on industry codes
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TOs	OFTOs
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Workshop (Virtual)	09 Oct 2020 14 Oct 2020	9 individuals 9 individuals 5 organisations	Information Provision Working Group	Further session following workshop in September focussing on the option to use independent consultants to complete impact studies and discuss sensitive information in greater detail
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TOs	OFTOs	Other
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Workshop (Virtual)	09 Nov 2020	7 individuals 3 organisations	All Transmission Owner workshop Role of the TO	To discuss the role of the TO in early competition, connections and feasibility study processes and types of projects that could be competed
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TOs

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Channel	Date	No. Attendees	Topic	Purpose of Discussion
Working Group (Virtual)	01 Dec 2020	4 individuals 3 organisations	Electricity Storage Network Markets and Revenue Working Group	To inform members of the launch of the Phase 3 consultation and discuss role of storage in early competition

Technology & Design	Generators	Public Body
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Webinar (Virtual)	15 Dec 2020	24 individuals 15 organisations	Phase 3 launch webinar	Overview of our Phase 3 consultation and an opportunity for stakeholders to ask any clarification questions about the proposals
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Technology & Design	TOs	Consultants	OFTOs	Constr...	Invest... Finance	Other	DNOs	Public Body
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Workshop (Virtual)	25 Jan 2021	17 individuals	Phase 3 consultation - Commercial Model and Model Implementation Q&A session	Session for stakeholders to ask questions on our Phase 3 consultation proposals and / or provide verbal feedback
	01 Feb 2021	4 individuals Total of 11 organisations		

TOs	Technology & Design	Other	Consultants	OFTOs
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Workshop (Virtual)	27 Jan 2021	12 individuals	Phase 3 consultation - Project Identification and End-to-End Process Q&A session	Opportunity for our stakeholders to ask questions on our Phase 3 consultation proposals and / or provide verbal feedback
	02 Feb 2021	5 individuals Total of 15 organisations		

Technology & Design	TOs	Consultants	OFTOs	Constr...	Invest... Finance	Other	DNOs	Public Body
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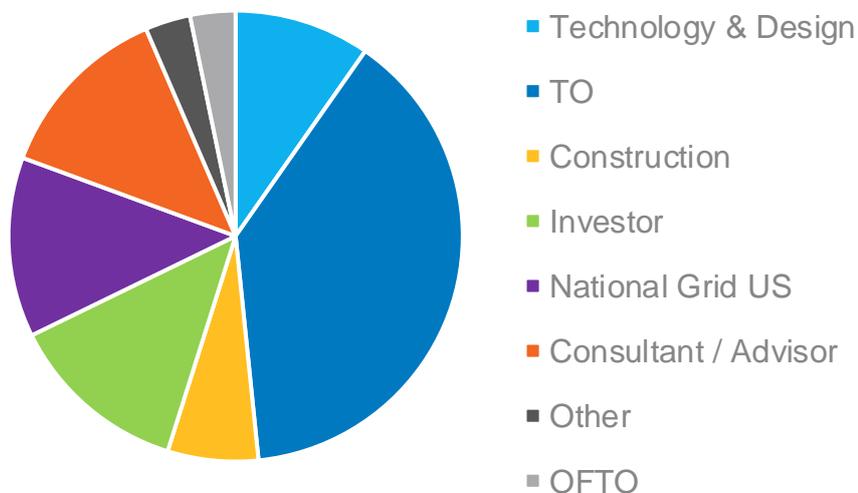
Channel	Date	No. Attendees	Topic	Purpose of Discussion
Workshop (Virtual)	29 Jan 2021 03 Feb 2021	11 individuals 3 individuals Total of 10 organisations	Phase 3 consultation - Roles & Responsibilities and Early Competition in Distribution Q&A session	Opportunity for our stakeholders to ask questions on our Phase 3 consultation proposals and / or provide verbal feedback
<div style="display: flex; justify-content: space-between; background-color: #f0f0f0; padding: 5px;"> Other TOs Consultants OFTOs Technology & Design </div>				
Workshop	12 November 2021		Operational Forum	Inform stakeholders of early competition Phase 3 consultation and how they can get involved
Interview	January 2021		International Project Finance Association (IPFA)	Early competition team interviewed by IPFA on commercial model elements in order to reach out to finance sector

Apart from the engagement channels above we were also invited during Phase 3 of the project to present at the Operational Forum, this was in November 2020 and hosted by the ESO where we presented to over 130 stakeholders an overview of early competition and how they could find out further information. We were also invited by Darryl Murphy, a member of the ESO Networks Stakeholder Group (“ENSG”) and a council member of the International Project Finance Association (“IPFA”) to attend a session in January 2021 for IPFA members, focusing mainly on the commercial model element of our ECP.

3 Bilateral stakeholder engagement

Throughout the project we have had approximately 45 bi-laterals with stakeholders across the energy industry, with sectors shown by scale in graph below.

Figure 1: Bilateral stakeholder engagement



The bilateral meetings have helped us:

- Seek views from industry experts on aspects of early competition
- Investigate stakeholder feedback to understand suitability for proposals
- Clarify technical elements of our proposals
- Speak to experts to ensure the introduction of early competition does not risk security of supply
- Liaise with Ofgem to test theories and keep them up to date on our proposals.

A large proportion of our bilateral meetings were with Ofgem. These meetings were in addition to our project governance interactions and focussed on discussing the finer details on how early competition would work, including the role of Ofgem in early competition.

4 Newsletters

To ensure stakeholders were updated of our progress and could be involved with developing the ECP we have kept them informed of upcoming events through our early competition newsletters. The table below details when we have communicated and summarises content. We have also included a summary in the monthly Network Development newsletter.

Table 5: Newsletters summary

When	Content
10 Oct 2019	<ul style="list-style-type: none"> • Overview of Phase 1 workshops • Reminder of how to get involved.
6 Nov 2019	<ul style="list-style-type: none"> • Overview of Phase 1, workshop 2 • Sign up for workshop 3.
20 Dec 2019	<ul style="list-style-type: none"> • Update for Phase 1 • Link to slides for Phase 1.
31 Jan 2020	<ul style="list-style-type: none"> • General update.
19 Feb 2020	<ul style="list-style-type: none"> • Link to Phase 1 update paper • Link to sign up to March Phase 1 webinar.
16 Apr 2020	<ul style="list-style-type: none"> • Introduction to May workshops and signup link.
11 May 2020	<ul style="list-style-type: none"> • May workshop signup.
22 Jun 2020	<ul style="list-style-type: none"> • May workshop feedback • Sign up for Phase 2 launch webinar and Q&A session.
3 Jul 2020	<ul style="list-style-type: none"> • Phase 2 Consultation link • Sign up for presentation and Q&A session.
16 Jul 2020	<ul style="list-style-type: none"> • Phase 2 launch webinar link • Phase 2 Q&A invite.
11 Aug 2020	<ul style="list-style-type: none"> • Phase 2 consultation closure reminder • Phase 3 workshop dates.
15 Sept 2020	<ul style="list-style-type: none"> • Roles Thought Paper link • Phase 3 workshop invites.
24 Sept 2020	<ul style="list-style-type: none"> • Thought paper link • Extra workshop dates.
11 Nov 2020	<ul style="list-style-type: none"> • Launch webinar invite link • Q&A invite. • Autumn workshops summary • Electricity Ten Year Statement (“ETYS”).
4 Dec 2020	<ul style="list-style-type: none"> • Phase 3 Consultation • Phase 3 Q&A invite.
6 Jan 2021	<ul style="list-style-type: none"> • Launch webinar link • ENSG webpages • Q&A invite.
8 Feb 2021	<ul style="list-style-type: none"> • Consultation Closure reminder • Webinar invite Future Energy Scenarios (“FES”), ETYS, and Network Options Assessment (“NOA”) overview.
9 Mar 2021	<ul style="list-style-type: none"> • TO Counterfactual in early competition workshop.

5 Feedback on our engagement

We are committed to ensuring our stakeholders experience is positive and we flex to ensure we meet their needs. Therefore, throughout each phase of early competition, we have sought guidance and feedback on our approach, we have detailed below feedback received and how we have acted upon this.

5.1 Phase 1

During Phase 1 stakeholder engagement, we worked with stakeholders to refine our approach to stakeholder engagement. Therefore, no formal feedback on our Phase 1 engagement was sought, however stakeholders told us the following:

Table 6: Phase 1 feedback

Stakeholder comment	How have we addressed this
Both formal and informal consultation is needed. It is important to seek views from a variety of entities, and the workshops held thus far have been good at doing this.	To ensure stakeholder feedback could be effectively incorporated into the Early Competition Plan, we scheduled two consultations. The first launched in July 2020 and we sought views on the end to end process. The aim of the Phase 3 consultation, launched in December 2020, was to further refine the Early Competition Plan, ahead of the ECP submission.
Need to be clear on roles of different groups and who is involved in each. E.g. how will stakeholders be involved in the Advisory committee, ESO Networks Stakeholder Group (“ENSG”) and will the various working groups be sufficiently different to avoid an actual or perceived conflict of interest?	The Advisory Committee and ENSG, both have Terms of Reference, which were established prior to commencing which details their responsibilities. We have detailed in the Developing the ECP how the ENSG and Advisory committee interact with each other.
Should consider adding a workstream on models (i.e. data models / grid models) that is made up of individuals with this specific expertise.	We reviewed the workstreams and took forward the following: Roles and Responsibilities, Commercial Model, Project Identification, End to End Process, Implementation and ESO Role in Distribution.
There is a balance between breaking down areas into small tasks to make it easier for stakeholders to manage and making sure that areas are not too small such that they are hard to coordinate and integrate.	To ensure we enabled our stakeholders to share their feedback in Phase 2 we ran 31 individual 1 hour workshops, covering 9 different topic areas. We received feedback that breaking down into smaller areas in Phase 2 was effective. Therefore, we repeated similar for our Phase 3 workshops.
Past experience is that stakeholder engagement works best when the head of the workstream has sufficient time to prepare materials for the meeting and then collates the outcomes of the meeting. Preparing content in advance to respond to helps to facilitate conversation.	Where possible, we sought to provide material in advance of our workshops to allow our stakeholders to be fully informed before providing feedback at our workshops.
It would be useful to coordinate working groups. The number of stakeholders per working group will differ across the different groups, but approximately six members per group seems about right.	As a result of the Covid-19 pandemic, formal face to face working groups were not established as part of the early competition engagement approach. Instead, we have run multiple virtual workshops through each phase to ensure all stakeholders had the opportunity to feed into the development of the model.

Stakeholder comment	How have we addressed this
An element of flexibility should be embedded in the plan as may find once start that more or less engagement is required.	We endeavoured to be flexible where possible in our engagement approach for early competition. For example, following stakeholder feedback at each phase we altered our approach in order to better meet our stakeholders needs and expectations.

5.2 Phase 2

5.2.1 Phase 2 workshops

Stakeholder participation was high throughout May. In addition to the high number of attendees at the majority of workshops, there was also a significant amount of participation and engagement throughout the sessions. Following the sessions, we surveyed participants to ask for feedback.

13 stakeholders responded to our question *"Were the joining instructions easy to follow?"*, with 76% agreeing they were, and 3% disagreeing due to difficulties finding the details to join. Following issues with joining we sent reminders of the webinars to participants on the day of the meetings.

We also asked, *"Did the sessions explore the topics you were expecting?"*, with 46% agreeing they did. For subsequent events we aimed to be clearer with regards to the session content, and our expectation of interaction in the sessions.

Stakeholders also called out some of the following useful feedback for us to improve:

Table 7: Phase 2 workshops feedback

Stakeholder comment	How we have addressed this
It may be worthwhile setting a roadmap clearly defining the scope of each of the 3 consultation groups to ensure that discussions are focused on the specific issues pertained to the stage of the project lifecycle.	We endeavored to provide more detailed descriptions of any subsequent events on early competition and clearly set out differences between the events. Stakeholders were welcome to contact us on the agenda and topics covered in the events.
More time allowed, increase the number of participants in the session and send materials earlier than we sent through.	As we held more sessions, we increased the participant level, we had set it to 7 stakeholders when promoting the event to ensure there weren't so many stakeholders in each session that not all could contribute. However, what we found was that although the sessions were at capacity people couldn't always attend.
Some sessions felt rushed. Also, seemed like a last-minute request for webinar. Not sure if necessary, stakeholders were all present in the sessions.	Webinar details were included with the reminder of the event via Eventbrite, a reminder of the details was sent prior to the event based on feedback from earlier sessions.

5.2.2 Phase 2 consultation launch webinar

At this event 26 stakeholders joined us on the call. We asked for feedback between our presentation of the consultation content and question and answer session. This was to encourage as much feedback as possible.

15 stakeholders responded to our question, *"Have you found this session useful?"* with 93% agreeing they had, following this feedback we held a launch webinar for the Phase 3 consultation in December

2020, following a similar format to the Phase 2 consultation launch webinar. The participants on the call also called out some useful feedback for us to improve the session, which is detailed below:

Table 8: Phase 2 consultation launch webinar feedback

Stakeholder comment	How we have addressed this
More clarity on uncertain areas. Q&A very useful.	Further clarity on uncertain areas was provided in our Phase 3 consultation and the ECP.
It would be helpful for the ESO to document and share its development of its thinking on policy. The approach Ofgem takes is an example of best practice.	We noted this point and endeavoured to share development of our thinking at our Phase 3 webinars and in our Phase 3 consultation.
Some of the speakers need to slow down so you can read the slides and listen.	For subsequent events slides were sent out ahead of event to allow pre-reading and speakers slowed down.
More two-way engagement would be helpful - this question has been asked prior to any 2 way Q&A. Also avoiding a day where there is a significant regulatory publication for RIIO-T2 would be appreciated in the future.	In our Phase 3 consultation launch webinar and subsequent events we ensured enough time was allocated to allow for greater audience participation. In addition, we aimed to avoid coinciding with other industry publications / events where possible.

We also asked the participants, "Would you like to see this type of presentation for future Early Competition consultations?" 16 participants responded, 100% wanted us to repeat for Phase 3.

5.2.3 Phase 2 consultation Q&A feedback

Overall stakeholders found the session informative; they enjoyed the openness of the ESO, and the interaction with other stakeholders. However, they felt we could have explained how the session would operate prior to joining and some felt they hadn't had time to absorb what was in the document prior to the session so couldn't contribute as fully as they would have wished to. A suggestion for Phase 3 was to make the sessions bite sized chunks. Following this feedback for our Phase 3 Q&A sessions we endeavoured to clearly communicate the purpose of the session, run multiple sessions focussing in on different areas of the consultation and scheduled them over a two week period towards the end of the consultation period.

5.2.4 Phase 2 consultation process

Recognising the importance of stakeholder engagement and feedback in developing a successful ECP we sought to engage with a broad range of stakeholders throughout each phase. There have been good levels of diversity and attendance at our workshops and webinars. The number of responses to the Phase 2 consultation was lower than anticipated with only 7 formal responses. To ensure we were enabling stakeholders to participate effectively, and to improve our stakeholders experience for the Phase 3 consultation we surveyed stakeholders who attended our Phase 2 launch events. In total 35 surveys were distributed, from which we received 9 responses from stakeholders, 6 of which indicated they had responded to the consultation.

When asked to score between 1 -10, 10 being outstanding and 1 poor to rate the quality of the consultation package (the two July webinars and the document), 6 graded us a 7 or above and 3 scored 4 and below.

Figure 2: Quality of the consultation package feedback



Some stakeholders identified the length of the document and volume of questions had made it more difficult to respond due to their time constraints. Someone also highlighted due to the volume of information it sometimes made it hard to understand what we were consulting on and suggested we split the Phase 3 document.

Another stakeholder felt that we should use the same format which has been adopted by government bodies. One of the stakeholders who scored us a 2 felt the timing of the document as well as size was an issue. This is due to our document conflicting with the draft determinations sent out by Ofgem, they also voiced a concern about the timeline of the remainder of the project.

However, stakeholders liked the structure of the meetings and the availability of the team to ensure questions were answered. Another stakeholder also highlighted they liked that the consultation feedback wasn't so rigid as they were able to raise issues that the ESO may not have been aware of.

Stakeholders were also asked what their expectations of the ESO are as we moved into Phase 3 of the project, which are summarised in the following table. We have taken these into account throughout the remainder of the ECP development.

Table 9: Expectations of the ESO feedback

Expectation/feedback	How we addressed this
We now need clarity on what the project pipeline is likely to look like and clear criteria for whether projects will go 'non-compete', early competition or late competition.	We hosted a series of workshops in September/early October one of which covered project criteria. In addition we also provided further details in our Phase 3 consultation and ECP.
It would be helpful if the ESO could confirm in liaison with Ofgem consistency and alignment of this process with other relevant proposals on this matter consulted on with the industry e.g. RIIO-2.	We held regular meetings with Ofgem throughout the early competition project.
An online central repository for all competition policy documentation. The way in which material on pathfinders is documented is particularly difficult to navigate.	We added a key documents page to our early competition web page to ensure all early competition published documents are easy to find. We will look into an online central repository for documentation for once early competition is implemented.

Expectation/feedback	How we addressed this
A clear explanation around how Pathfinders might inform early competition (or not).	We held regular meetings with Pathfinders team to ensure we shared best practice between the teams and discuss solutions to challenges we are facing. Further details are available in our Phase 3 consultation and ECP.
Workshops are really good (structured and opportunity to engage with questions and comments).	We hosted further workshops in order to both inform our Phase 3 proposals and support the Phase 3 consultation launch.
As before, we need ESO to state and evidence what problem they are trying to solve.	We followed up with the stakeholder to understand the issue further.
Risk and impact assessment. We would like to see more consideration of the possible unintended consequences and mitigating actions.	We discussed this feedback with Ofgem.
Raises concerns on whether Phase 3 can be successfully undertaken in limited time available.	We reviewed timescales with Ofgem and formally requested an extension to the Phase 3 consultation period from 6 to 10 weeks.
Review the current program time to understand whether it is realistic to be able to complete.	As above.

5.3 Phase 3

5.3.1 Phase 3 workshops

Following the Phase 3 workshops in September 2020, we asked the participants to complete a short survey, to better understand how we could improve for our subsequent events. We asked a series of yes/no and open-ended questions summarised below.

7 stakeholders responded to our question "Did you find this session useful?", with 85% agreeing they had.

We also asked, "Did we cover everything you expected?", with 83% of 6 respondents agreeing we did. One stakeholder also noted that they feel that the ESO have listened to their feedback.

Stakeholders also called out some of the following useful feedback:

Table 10: Phase 3 workshops feedback

Expectation/feedback	How we addressed this
I feel like there was a lack of preparation on the side of National Grid ESO. For example, a lack of understanding of the existing processes such as the Interested Parties and the NOA process, how these interact and then the impact of them.	This feedback was received at our 29 September Indicative Solution Identification Process Workshop. To immediately address concerns, we set up a follow up workshop with attendees and ESO experts. The aim of the session was to address concerns with the Interested Parties process and how early competition will interact with this process.
I know it is hard to do a remote workshop, and I believe the team did manage to successfully get a discussion going from everyone who wasn't necessarily the loudest.	We appreciate this feedback and endeavoured to ensure participants were enabled to engage at our subsequent events.

Expectation/feedback	How we addressed this
<p>Give a clearer outline of the ESO's ideas and proposals rather than ask everyone else what they think.</p>	<p>At the time of the September and October Workshops the ESOs proposals for Phase 3 were not formed. The aim of the workshops was to seek feedback from stakeholders in order to inform our proposals. Following the publication of our Phase 3 consultation, we provided a verbal overview of proposals at our 15 December consultation launch webinar.</p>
<p>I think it might be helpful to do overall fewer sessions to keep engagement high. It is a lot of commitment to attend all of these and it is difficult to follow the narrative without attending them all.</p>	<p>We appreciate the feedback, however due to previous feedback from multiple stakeholders we found multiple events on different sections work well for the majority of our stakeholder. We understand the time commitment involved, and therefore to ensure narrative can be followed we published summary documents, detailing the discussion held, for our workshops.</p>

5.3.2 Phase 3 launch webinar

At our launch webinar 24 stakeholders joined us on the call. We asked for feedback on our webinar and Phase 3 consultation communications.

4 stakeholders responded to our question, "Did you find this session useful?" with 100% agreeing they had.

We also asked the participants, "Did you find our comms regarding Phase 3 launch effective?" 4 participants responded, with 100% agreeing they had.

5.3.3 Phase 3 Q&A sessions

At the Q&A events a total of 52 stakeholders attended across our 9 Q&A sessions. We asked stakeholders for feedback on our Q&A sessions and Phase 3 consultation.

11 stakeholders responded to our question "Did you find this session useful?" with 90% agreeing they had.

We also asked the participants, "Did you find our new layout of the consultation document easier to follow?" 7 participants responded, with 71% agreeing they had.

Stakeholders also provided the following feedback:

Table 11: Phase 3 Q&A sessions feedback

Expectation/feedback	How we addressed this
<p>It would have helped to have a more structured debate on ESO rationale for the proposals, especially regarding the most controversial topics- such as TOs roles in the planning.</p>	<p>We contacted the stakeholder who raised this concern and arranged a bilateral meeting to explore the areas of the consultation which are of concern.</p>
<p>I'm very happy with both the extent and the responsiveness to feedback of the consultation.</p>	<p>We appreciate this feedback and will endeavour to continue to enable co-creation in the future.</p>
<p>Perhaps recap at the start on what's been covered previously in sessions and quick summary.</p>	<p>Following this feedback, for the remainder of Q&A sessions following our short overview we asked stakeholders if there were any particular areas of our proposals they would like us to expand on prior to Q&A.</p>



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