National Grid
Better practices in engagement with environmental NGO’s and permitting bodies – Marine Environment.

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23rd September 2015
National Grid – quick overview

UK & US

Electricity & Gas

Transmission & Distribution

UK Transmission
- Scottish electricity transmission system
- English and Welsh electricity transmission system

UK Gas Distribution
- Gas distribution operating area

UK LNG Terminals:
- Terminal
Develop recommendations on how to apply better practices in marine-focussed/interconnector projects:

- Public Acceptance
- Permitting
- Engage in an exchange of experiences and dissemination activities.
- National Grid has focussed on the evaluation of the Nemo Link® project.

- We have drawn from our, and our partners’, experiences with multiple other marine grid development projects.
Our approach

Review and analysis of Stakeholder Engagement

- Stakeholder interviews and consultation
  - Agreed / Disagreed with our assessment?
  - Their perceptions of our performance?
  - Change / Improve their own performance?

Review the permitting processes

Draft lessons learnt

Evaluate our performance and effectiveness

Workshops

2 x Public Acceptance
2 x Speeding up permitting
What we discovered…

- NGO’s AND Developers have resource constraints

- Better education is needed between developers and stakeholders/NGO’s – ‘Understanding the bigger energy picture’

- Face to face engagement is crucial in conjunction with meeting discipline and management of expectations.
At strategic development stage create the opportunity to discuss the challenges of a project in structured meetings with stakeholders (groups)

Information on past projects (issues/successes) is difficult to find – Current projects are not benefiting from the learning.

Early, open, high quality stakeholder engagement is an investment not a cost.
- Develop non-project specific *relationships* with stakeholders

- Employ a dedicated stakeholder engagement team
  - Establish resourcing needs and constraints
  - Comprehensive mapping and risk register
  - Relationship management
  - Phased engagement
Consider attendees carefully, relative to
- Objectives
- Experience
- Authority
Ensure only the right people attend.

Document and circulate the outcomes of meetings
- Decisions
- Actions
- Information

Deliver what you promise!
- Scope and document availability of (other similar project) data.
- Design and document effective handovers to ensure project knowledge is maintained, think ahead.
- Undertake regular, informal and formal, lessons learned exercises - at least each project ‘stage’.
- Recognising and sharing good practice can be embedded in organisational culture.