

Document: RIIO - GD3 Stakeholder Engagement and Decision Log Northern Gas Networks											
RIIO-3 Outcome	Policy Area	Type of Engagement Undertaken	Stakeholder Groups	Summary Feedback	Impact on Business Plan						
<i>The primary RIIO-3 outcome to which the engagement relates</i>	<i>The policy area or areas to which the engagement relates</i>	<i>How did you engage with stakeholders? For example, through webinars, roundtables, surveys, through third parties, representative bodies, trade associations etc</i>	<i>Which stakeholder groups were represented through the engagement &amp; provide commentary on the relative balance of stakeholder voices. Were any relevant groups not represented?</i>	<i>What feedback and key messages did you hear from your stakeholders? Where different views were expressed, what were the relative weighting of these?</i>	<i>What impact has the feedback received had on your business plan? Provide specific examples of relevant decisions that have been influenced by the engagement. Where you have made a decision that might be seen as counter to the feedback received, explain why this is and set out what measures you have taken to address the feedback received.</i>						
<b>INSIGHT 1.</b> System efficiency and long-term value for money	Cost	Customer Perceptions Tracking Research, Customer Value Perception Research, ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, collaborative research with other gas networks (in-depth interviews with national stakeholders), annual NGN Stakeholder Conference, bilateral meetings with consumer representatives, CIVS partner workshops	<b>Triangulated weight of voice: Customers</b> (domestic, businesses, those in vulnerable situations, future), <b>stakeholders</b> (consumer representatives, local government, skills and research, charities, environmental groups and other utilities), colleagues and the ISG  Note that our public affairs engagement was constrained by MPs' competing priorities (General Election) and their time-poor nature. Although less strongly represented, we are holding MP drop-in days throughout late 2024 to seek input and viewpoints.	The different priorities between national, local and customer groups highlights tensions between short- and long-term goals and the dynamics NGN must manage. Customers (especially older, low income, and digitally excluded customers) value energy affordability above all other priorities. In our value perception engagement, no service improvement was universally valued – for every improvement tested, at least 16% of domestic customers said they could not afford to pay anything towards the improved service. Conversely, future customers indicated they prioritise helping the region to meet climate change targets (and not leaving anyone behind). Local stakeholders generally share this long-term view; however, the reality for many LAs is a short-term focus on supporting those in vulnerable situations. Furthermore, national groups say they will judge our performance by how resilient the business is. Overall, there is a desire for NGN to maintain frontier performance, delivered at the least cost.	<b>Our rigorous engagement programme has helped us balance the clear need for greater support and investment, with the evident tension around the increased cost of living and ongoing affordability concerns.</b> Our overall Totex is increasing by 21%, therefore we have actively looked for other opportunities to keep the cost of our services as low as possible for customers. One material upward cost pressure will be higher Repex programme delivery costs. <b>We have set out strategies to mitigate Repex cost pressures within the plan, while also abandoning more ambitious and expensive options</b> to deliver the remaining Repex programme earlier than 2032. To balance stakeholders' priorities, we will maintain our position as the most efficient gas distribution operator, while investing in delivering continuous performance improvement. We will achieve this through targeted investment in low-regret innovation, enhanced stakeholder engagement, whole systems collaboration, data and digitalisation. Changes in workforce resilience will be required due to new HSE fatigue guidance, though we will seek to minimise the cost impact of this via our DSP retention model. We engaged on the overall cost increase with customers (cost of service combined with cost of debt, accelerated depreciation etc.), and affordability was lower than in previous business planning cycles, however overall acceptance remained high (79% across the whole plan, and 86% for safety and reliability commitments which include Repex).						
					<b>NGN best placed</b>	<b>Triangulation</b>	<b>Value perception</b>	<b>SROI</b>	<b>CBA</b>	<b>Regulatory</b>	<b>Affordability</b>
					✓	✓			✓	✓	<b>43%</b>
<b>INSIGHT 2.</b> System efficiency and long-term value for money	Data and digital strategy	Data and digital services personas research, Ofgem industry working groups, and meetings with government departments, regulatory bodies, cyber experts and specialist consultants	<b>Triangulated weight of voice: Data users, stakeholders</b> (government departments, regulatory bodies, think tanks and research, other utilities, cyber security, digitisation), colleagues and the ISG	Complete, consistent and accessible data is essential for the transition to a net zero energy system. 10 different data and digital service user groups and over 20 user personas have been identified through engagement and expert review. Although existing data users are satisfied with the accessibility, formats and range of data available via the NGN data portal, we do not currently offer some of the data and digital services that personas told us they want. A common challenge and unmet need among personas is data standardisation across different regional data portals, with access to support tools that help users get the most value from the data available e.g. user stories, videos, how-to guides etc. New digital methods can add value when used appropriately and are easily accessible. Artificial intelligence (AI), if deployed effectively, can enhance processes, streamline efficiency and, if fully accessible, improve customer experience.	After introducing robust data triage and classification processes in August 2023, we launched our Open Data Portal. Since then our engagement with existing and prospective data users has enhanced our understanding of the services needed to meet the needs of each persona and resulted in a more ambitious programme of work in GD3. <b>In RIIO-3, we will make available more types of data on the portal, and develop an Open Analytics Platform and user support</b> , so people can more easily use our data and analytics tools. In addition to Open Data being useful in the decentralisation and decarbonisation of the energy sector, we see this portal as a key way for people to learn about data, analytics and the gas industry. We will continually engage to understand the changing data needs and satisfaction of each persona and adjust our data plans accordingly.						
					<b>NGN best placed</b>	<b>Triangulation</b>	<b>Value perception</b>	<b>SROI</b>	<b>CBA</b>	<b>Regulatory</b>	<b>Acceptance testing</b>
					✓	✓				✓	<b>79%</b>
<b>INSIGHT 3.</b> Infrastructure fit for a low-cost transition to net zero	Fair and equitable transition	Ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, Redcar Hydrogen Village trial customer exit research, collaborative research undertaken with other gas networks (GB customer LCT tracking research and in-depth interviews with national stakeholders), annual NGN Stakeholder Conference, Stakeholder Hot Topic workshops, NGage colleague forum, bilateral meetings, CIVS partner workshops	<b>Triangulated weight of voice: Customers</b> (domestic, those in vulnerable situations, future), <b>stakeholders</b> (consumer representatives, local government, skills and research, charities, environmental groups and other utilities), colleagues and the ISG	The difference in priorities among national, local and customer groups highlights tensions between short and long-term goals and the different dynamics NGN must manage. General bill payers continue to prioritise keeping bills low, however future customers prioritise helping the region meet climate change targets, and providing help to those that need it most (so that those at risk or in vulnerable situations don't get left behind). Among local stakeholders, <b>helping the region meet climate change targets gained most of the votes (75%) for increasing in importance during 2026-2031.</b> Stakeholders and customers agreed that NGN has a clear role to play in net zero education, which is central to public acceptance, behaviour change and stakeholder advocacy, as many consumers don't know what they can do. NGN's education strategy should be broader than just safety and schools outreach and expand to inform and develop the net zero customer journey. In our hot topic workshops 92% of stakeholders supported the use of NeRV to understand the customer journey across different energy futures scenarios. Lessons can be learned from hydrogen village trials on how to engage and inform behaviour change. It is important for NGN to not act alone. There is strong support for NGN to create NGN Energy Academy to support UK net zero training for future engineers.	<b>A new and co-created awareness and education strategy</b> broadens our core GD2 focus of schools (future skills), safety (carbon monoxide) and vulnerability (PSR) to a wider range of GD3 topics, including affordability (energy efficiency) and net zero (energy transition). Success measures will include, but not be limited to, the reach of our programme, increases in awareness, access to referrals/ support, and the social value of our activities. We have heeded feedback to not act alone in our expanded customer education role. We will collaborate closely with utility service providers in the North of England to understand the customer journey for both households and businesses, especially those at risk of being left behind. Through applying the learning gathered through our hydrogen village trials, we will prioritise UTOLI funding for customer journey research and development at our demonstration centre NeRV (Net Zero Research Village). We will train and work alongside partner organisations and develop a <b>Centres for Warmth programme of energy transition support for at-risk households, to drive outcomes which are fairer and more equitable.</b> Additionally, to ensure skills readiness, we will work with partners to create the <b>NGN Green Academy</b> to support training of future engineers.						
					<b>NGN best placed</b>	<b>Triangulation</b>	<b>Value perception</b>	<b>SROI</b>	<b>CBA</b>	<b>Regulatory</b>	<b>Acceptance testing</b>
					✓	✓					<b>75%</b>

<b>INSIGHT 4.</b> Infrastructure fit for a low-cost transition to net zero	Environmental impact	Consumer Value Perception Research tested ability and willingness of 1,709 domestic customers and 174 non-domestic customers to pay, including the digitally disengaged. Complemented with ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council	<b>Triangulated weight of voice: Customers</b> (domestic, businesses, those in vulnerable situations, future) and the ISG	<b>Informed Customers told us the importance of clearly communicating our environmental progress and avoiding 'greenwashing', in particular with respects to reporting carbon emissions.</b> Our Citizens Panel advocated the use of the 75th percentile as an action standard for making trade-off decisions. On this basis, bill payers are willing to pay towards proactively improving nature and wildlife at NGN's sites, but other environmental investments, such as increasing the assurance of our environmental reporting, must be self-funded.	<b>We have calibrated our plans and ambition according to customer value perceptions.</b> Consequently, we will set an example without passing costs to customers in two key areas: 1) We will ensure all of our carbon reports are reviewed by independent experts before publication, 2) Our code of conduct will be adhered to by all of our key contracted suppliers, directing approx. £1bn in spending to suppliers with environmental and sustainability standards that support ours, while avoiding overburdening SMEs. Additionally, in response to the high value customers place on biodiversity, we will plant 20,000 sapplings of hedgerow at our operational sites to promote biodiversity. While this initiative is relatively low in terms of environmental impact materiality matrix, we determined that there was sufficient qualitative evidence in favour of it. Addressing climate change was a high priority for our informed customers. In response, we're requesting circa £1.5m to improve building energy efficiency. While uninformed customers placed lower value on this, the initiative will save 120 tCO2-e annually.									
					<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td><b>77%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing								
✓	✓	✓	✓			<b>77%</b>								
<b>INSIGHT 5.</b> Infrastructure fit for a low-cost transition to net zero	Environmental impact	NGN Stakeholder Conference, acceptability testing and ISG deep dive	<b>Triangulated weight of voice: Customers</b> (domestic, businesses, those in vulnerable situations, future), stakeholders (TBC),and the <b>ISG deep dive</b>	Informed customers value the People and Planet strategy but want more ambitious emissions targets and want us to continue to have ambitious targets, even if we might not reach them - future customers feel particularly strongly about this. Following a deep dive with our ISG into our EAP targets, including our shrinkage reduction strategy and the decision making behind it, they were supportive of our EAP targets and commitments, in particular shrinkage, and recognise them as being appropriately ambitious to tackle our most significant environmental impacts.	<b>We are committed to reducing gas leakage by 24% and shrinkage by 22% over the course of RIIO-3, which will reduce our direct carbon emissions by over 200,000 tCO2-e over the period.</b> This will mean that between 2013 and 2031 we will have reduced our annual gas shrinkage by 55%. We will retain our BCF commitment to achieve net zero operations scope 1&2 emissions by the end of RIIO-3. We know this will be challenging to achieve but we will strive to be ambitious recognising the aspirations of our future customers and also regional aspirations for net zero.									
					<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td>✓</td> <td>✓</td> <td><b>70%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing								
✓	✓			✓	✓	<b>70%</b>								
<b>INSIGHT 6.</b> Infrastructure fit for a low-cost transition to net zero	Load and regional strategies	Stakeholder Hot Topic workshops, bilateral discussions with other utilities, collaborative research undertaken with other networks (in-depth interviews with national stakeholders) and depth interviews undertaken with data user personas	<b>Triangulated weight of voice: Local government,</b> other gas networks, industry bodies, think tanks and research, skills and the ISG	Many of the <b>local authorities (LAs) who have declared climate emergencies do not have detailed plans for how these targets will be achieved</b> , so are still planning rather than implementing. LAs are seeking tailored guidance and assistance to help them develop strategies and implement investments to help them reach their goals of achieving net zero emissions at the local level. National stakeholders want to see the gas networks work more closely with the electricity network operators to take a stronger leadership role for guiding the transition plan. Complete, consistent and highly available data is an essential element in the transition to a Net Zero energy system. Through our personas engagement, data users (including LAs) have told us where enhanced or new data services are needed in the future. A common unmet need is for data standardisation across different data portals, and we've heard there is room for improvement in enabling access to support tools that help users get the most value from the data we make available.	Our Future of Gas Strategy aims to support regional decarbonisation through developing capabilities in market facilitation, energy systems planning and real-time optimisation, in collaboration and partnership with cross-sector partners. <b>We responded to stakeholder expectations by including a proposal at draft stage to build a dedicated RESP team</b> which will engage with local authorities, electricity, gas and water networks, and the National Energy System Operator (NESO) to bring together the outputs of Distribution Future Energy Scenarios (DFES), Local Area Energy Plans (LAEPs), the Centralised Strategic Network Plan (CSNP), and the Strategic Spatial Energy Plan (SSEP). In RIIO-3, we will iteratively develop our Open Data Portal to meet the evolving needs and expectations of data users. Our engagement has identified 10 key personas, including Local Authorities. Our Digitalisation Action Plan and data roadmap will have a direct line of sight to the data requests and user needs identified iteratively through our engagement programme.									
					<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td><b>78%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing								
✓	✓					<b>78%</b>								
<b>INSIGHT 7.</b> Infrastructure fit for a low-cost transition to net zero	Decommissioning	Consumer Value Perception Research, ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, collaborative research undertaken with other gas networks (GB customer LCT tracking research and in-depth interviews with national stakeholders), annual NGN Stakeholder Conference, Stakeholder Hot Topic workshops (innovation), NGage colleague forum, bilateral meetings, CIVS partner workshops, a bespoke biomethane survey facilitated by NGN, attendance at the Entry Customer Forum (EnCF) hosted by the Future Energy Networks (FEN) and Annual Operational Meetings with biomethane producers.	<b>Triangulated weight of voice: Customers</b> (domestic, businesses, those in vulnerable situations, future), <b>stakeholders</b> (consumer representatives, industry bodies, local government, skills and research, charities, environmental groups and other utilities), colleagues and the ISG	Customers and stakeholders want to <b>avoid overburdening those who can least afford to pay for a reduced gas network.</b> To achieve this, future customers have urged us to focus efforts on <b>whole-systems thinking</b> and building the evidence base required to determine whether transition to full or blended hydrogen networks is a safe and cost-effective pathway. A consensus supports our pursuing <b>low-regret innovation</b> to aid decarbonisation, such as biomethane, hydrogen blending and hydrogen for industrial use.	<b>Decommissioning</b> The extent and speed of decommissioning the gas network is subject to government policy, as well as how much of the network is repurposed. <b>Our engagement has helped us ringfence the scope of low-regrets action supported by our stakeholders.</b> We will continue innovation to understand the minimum viable network structure needed to enable the transition. Our innovation will include a focus on Multiple Occupancy Buildings and social housing stock. The action standard for our proposed low-regrets activity is that it will reduce costs, support the delivery of any future decommissioning activities and ensure learning is shared across the industry. <b>Re-purposing of the gas network - Biomethane:</b> Biomethane is a decarbonisation solution available now, but continued barriers to entry and operation exist. In RIIO-3, we remain committed to supporting innovation projects that aim to reduce biomethane connection and operational costs through Future Energy Network's Green Gas Taskforce, and business as usual process evolution. <b>Re-purposing of the gas network - Hydrogen:</b> We will prioritise UIOLI funding for research and development aimed at assessing the operational readiness of our network for hydrogen conversion.									
				<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td><b>76%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓	
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing								
✓	✓					<b>76%</b>								
<b>INSIGHT 8.</b> Secure and resilient supplies	7- and 28-day repair	Consumer Value Perception Research, ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, Customer Priorities Tracking (including depth interviews with underreached customer groups), annual NGN Stakeholder Conference, NGage colleague forum, bilateral meetings, CIVS partner workshops	<b>Triangulated weight of voice: Customers</b> (domestic, businesses, those in vulnerable situations, future), <b>stakeholders</b> (consumer representatives, local government, charities, environmental groups and other utilities), colleagues and the ISG	We heard that we should act on climate change by reducing both shrinkage and <b>non-shrinkage emissions to reduce carbon emissions.</b> After seeing our performance on responding to gas escapes compared with other gas networks, customers said we should as a minimum sustain current performance and focus more on <b>reducing the carbon impact of outstanding repairs</b> , even if they have been classified as safe. Our Citizens Panel would like a 7-28-day gas escape standard to become a national performance target from 2026, with penalties for poor performance and a reward for exceeding targets. This was the most popular option of the seven different service improvements tested. 1,709 domestic customers and 174 non-domestic customers participated in our Consumer Value Perception Research. Together, they ranked repairing the gas network within 7 days as 3rd out of 12 possible service improvements.	<b>Customer support was fundamental to our decision to take forward our proposal to play a role in driving up industry standards by voluntarily adopting targets for 89% repairs within 7 days and 98% within 28 days.</b> The shortfall of CO <sub>2</sub> reduction by GDNs, based on RRP data in RIIO-2, further strengthened stakeholders' view that NGN should lead on quicker repairs, to benefit customers and hold other networks to account. Although at least 75% of bill payers are willing to contribute £0.48 per year via increased bills, we will deliver this output without incurring any additional expenditure above the base Totex, embedding enhanced workforce productivity and efficiencies achieved in recent years. By proposing financial ODIs for RIIO-3, we aim to further enhance our commitment to providing timely and efficient repairs for gas escapes, minimising their carbon impact, and ensuring the satisfaction of our customers.									
				<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> <td></td> <td><b>80%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓	✓
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing								
✓	✓	✓		✓		<b>80%</b>								

<p><b>INSIGHT 9.</b> Secure and resilient supplies</p>	<p>Network asset management</p>	<p>Ongoing deliberative engagement with our longstanding Citizens Panel (to discuss resilience strategies, covering our current actions, associated costs, and the impact on service continuity. We connected the investments we make in our network to customers' experiences at home, giving the discussion a real-life context). Engagement with stakeholders in Hot Topic workshops and GDN Collaborative Stakeholder Research 2024</p>	<p><b>Triangulated weight of voice: Customers</b> (domestic, those in vulnerable situations), <b>stakeholders</b> (consumer representatives, business representatives, local government, charities, environmental groups and other utilities), colleagues and the ISG</p>	<p>Customers expect our top sustainability commitment to be keeping our infrastructure resilient. This means continuing to reliably supply customers in the short and long term, regardless of climatic conditions and impacts experienced by interconnected sectors (such as telecommunications, road networks etc). As customers are satisfied with the performance and availability of our services, they prefer us to maintain service levels at levels similar to today, and asked for us to reduce future risk with targeted investments to enhance removal, reduction, resistance and recovery strategies.</p> <p>The engagement we undertook on our resilience strategy and overarching programme was strategic and principles based, but some components and specific proposals such as vegetation and flood management were developed iteratively and collaboratively through ENA Working Groups. In July 2024 we shared the detail our Climate Resilience Strategy in a Cross Utility Forum. Representatives from Northern Powergrid, Cadent and Yorkshire Water shared their resilience strategies enabling discussion about gaps in service, any overlapping work, and opportunities to work together - including data sharing.</p>	<p>We will invest £1.6m to continue to monitor of our network assets, enabling real-time access to asset data, optimised decision-making, and more efficient operation of the network.</p> <p><b>Investments in climate resilience must be viewed as a trade off between balancing the immediate costs to customers of proactive investment, versus possible future costs to customers, along with potential customer service performance impacts, from delayed action.</b> This programme of work is necessary, cost efficient and targeted to address known risks, whilst also being forward-looking and flexible enough to enable us to respond to anticipated risks based on recent experiences and future projections. These include the iron mains replacement programme (£850m), gas infrastructure site and pipeline wayleave vegetation management (£4.6m), pipeline inspection and remedial programme (£9.6m), overcrossing inspection and remedial programme (£7.6m) and targeted flood mitigation at critical sites (£0.2m). We will continue to seek out opportunities to collaborate with the Cross Utility Forum to identify and align to best practices, such as championing open data sharing.</p> <table border="1" data-bbox="1857 531 2724 604"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td>✓</td> <td>✓</td> <td><b>93%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓			✓	✓	<b>93%</b>
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓			✓	✓	<b>93%</b>													
<p><b>INSIGHT 10.</b> Secure and resilient supplies</p>	<p>Climate resilience: severe weather</p>	<p>Consumer Value Perception Research, ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, NGN and NPg Working Better Together workshop, NGN Hot Topic Stakeholder Workshop (Resilience), bilateral meeting with ENWL, CIVs and <i>Community Resilience: A Cross-Utility Study</i></p>	<p><b>Triangulated weight of voice: Customers</b> (domestic, businesses, those in vulnerable situations, future), <b>stakeholders</b> (consumer representatives, local government, local resilience forums, charities and other utilities), and the ISG</p>	<p>The impact of climate change requires us to proactively <b>reduce the vulnerability of networks to storms</b>, particularly in rural areas, and a collaborative, cross-network approach. <b>'Preventing supply interruptions from extreme weather by providing back up power'</b> was the most highly valued service improvement among billpayers in our Customer Value Perception study (on average, respondents were willing to pay £0.53pp at 75%).</p>	<p>We will continue to refine our severe weather incident management procedures throughout RIIO-3 and encourage asset data sharing with our regional utility partners to improve collective decision making. <b>Using a low-risk and low-regrets action approach, characterised by our stakeholders as 'right time, right place', we will deliver mutual assistance with our DNOs during major incidents</b>, which will allow better access to PSR data, customer communication channels and on-the-ground support for customers. As a response to strong customer support, we will install new backup power provision, with enhanced fuel storage capacity and telemetry, to major gas infrastructure sites.</p> <table border="1" data-bbox="1857 804 2724 884"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td><b>93%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓	✓				<b>93%</b>
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓	✓				<b>93%</b>													
<p><b>INSIGHT 11.</b> Secure and resilient supplies</p>	<p>Data and digitalisation</p>	<p>Customer polling on hot topics, customer focus groups with underreached groups, ongoing deliberative engagement with our longstanding Citizens Panel, consultations via regulatory bodies, bilateral meetings with Electricity North West and NPg and DNO Annual Vulnerability Reports July 2024</p>	<p><b>Triangulated weight of voice: Customers</b> (domestic, businesses, <b>those in vulnerable situations</b>), <b>stakeholders</b> (regulatory bodies, consumer representatives, <b>local government</b>, local resilience forums, emergency services, charities and other utilities), and the ISG</p>	<p>Our data shows that only <b>57% of customers are aware of the digital PSTN switchover</b>. Of those aware, 64% are concerned about its impact on those who rely on the copper network, and 53% worry about making calls during a power outage. For 3% of landline users, it's their only way to make or receive calls at home. Other customers use landlines due to poor mobile signal. Our Citizens Panel is concerned about <b>helping people who might not be able to communicate or report issues during emergencies</b> in the future.</p>	<p>This activity sits outside our core operations and control but is important to a small yet significant minority of our customers and stakeholders. Solutions require collaboration across multiple agencies. While we are not making a formal business plan commitment, we will use our influence to support local authorities and partners by coordinating and <b>expanding the reach of existing awareness channels</b>. We will share our social data mapping to better target awareness campaigns, prioritising the communities that are most vulnerable to the digital switchover.</p> <table border="1" data-bbox="1857 1045 2724 1125"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td></td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td><b>79%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing		✓					<b>79%</b>
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
	✓					<b>79%</b>													
<p><b>INSIGHT 12.</b> Secure and resilient supplies</p>	<p>Workforce planning</p>	<p>Ongoing deliberative engagement with Citizens Panel and Young Innovators Council to explore workforce composition and recruitment strategies, engagement with workforce including colleagues and direct service providers (DSPs), stakeholder engagement including annual conference, and Hot Topic workshops with local authorities, operational data on workforce composition and diversity, bilateral conversations with Electricity North West and NPg on whole-system workforce planning, 2024 Gas Network Operators Collaborative Stakeholder Research</p>	<p><b>Triangulated weight of voice: Customers</b> (domestic, future), <b>stakeholders</b> (consumer representatives, local government, skills and research, other utilities, national stakeholders, charities), colleagues, direct service providers, and the ISG</p>	<p>The future workforce is looking for organisations with a positive reputation, inclusive culture, diversity and green skills development opportunities. It is important that this is reflected in a diverse apprenticeship programme. Informed customers, future customers, and national, local and industry stakeholders have consistently told us that they would like to see NGN make broad-reaching workforce training commitments.</p> <p>Our YIC were asked to do some research on apprenticeships; what they are, how and where to apply, and thoughts on NGN's apprenticeship job advertisements. Two colleagues from NGN shared contextual detail and answered questions. The YIC then entered break out rooms to explore the pros and cons of different types of apprenticeships. The conversations were very nuanced, but largely the group preferred the idea of apprenticeship programmes that offer experience across the business, and they thought that the number of opportunities available was more important than having a guaranteed job at the end. They also valued lower-level roles (Level 2 or GCSE equivalent and Level 3 or A-Level equivalent).</p>	<p><b>Our Workforce and Supply Chain Resilience Strategy ensures we maintain a resilient, adaptable workforce and supply chain in response to industry changes.</b> We will: finalise our Inclusion &amp; Belonging strategy and roadmap, with dedicated resources for swift delivery of our inclusion commitments and establish a Green Academy to provide UK net-zero training for future engineers, focusing on whole systems energy transition + develop a talent pipeline through work experience, year-in-industry placements, and a broader range of apprenticeships and graduate opportunities + continue our DSP Operative Incentive Scheme to reward loyalty and strengthen workforce and supply chain resilience + recruit engineering apprentices annually, supporting them into full-time roles at NGN, particularly in energy transition areas with skills shortages support future skills and employability by volunteering, training 60 female colleagues to mentor school pupils in STEM subjects + educate 60,000 students via an expanded Net Zero schools programme.</p> <p><b>We are committed to continuing with 12 operational apprentices per year during GD3. In response to feedback about this number being low, we have provided more detail in our strategy.</b> Key reasons for this commitment include the 12 apprentices per year representing cumulative volumes, with nearly 70 apprentices in the business already. Apprentices are guaranteed permanent roles upon successful completion of their programme and our goal is delivering succession planning sustainably. This approach supports our workforce resilience planning, as our employee turnover is low and has remained stable. <b>In response to feedback from the YIC we have now also included a new commitment of recruiting 5 non-operational apprenticeships across GD3.</b></p> <table border="1" data-bbox="1857 1602 2724 1701"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td>✓</td> <td><b>93%</b></td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓				✓	<b>93%</b>
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓				✓	<b>93%</b>													

<p><b>INSIGHT 13.</b> Secure and resilient supplies</p>	<p>Cyber resilience</p>	<p>Stakeholder engagement (conferences, Hot Topic workshops, perceptions tracker), ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, Customer Perceptions Tracking Research (domestic customers including future customers, those in vulnerable situations, digitally disengaged and SMEs), Ofgem industry working groups, bilateral meetings with government departments, regulatory bodies, cyber experts and specialist consultants</p>	<p><b>Triangulated weight of voice:</b> Expert stakeholders (government departments, regulatory bodies, think tanks and research, other utilities, cyber security, digitisation), colleagues, and the ISG</p>	<p>Cyber resilience is a specialist topic that customers and stakeholders feel unable to influence, but they seek reassurance that NGN is 1) prioritising investment to safeguard the network against perceived threats, 2) considering cyber vigilance across all customer touchpoints and 3) implementing a comprehensive awareness and education programme for NGN staff.</p>	<p>Our GD3 projects will focus on delivering the following outcomes:</p> <ul style="list-style-type: none"> <li>• <b>enhancing our ability to manage and maintain our critical industrial assets</b> by virtualising industrial technology. This helps us increase visibility and transparency, gaining greater security control and additional safety, resilience and reliability benefits.</li> <li>• <b>improving our monitoring and incident response</b> by implementing holistic identity and access management controls throughout our operations. This will improve our ability to prevent incidents occurring in the first place and also the speed we can resolve incidents that do occur.</li> <li>• <b>improving our monitoring capability</b> by extending onto operational assets. By monitoring additional data sources, we improve our ability to detect incidents, support timely resolution and limit their overall impact.</li> <li>• <b>refining our security training and awareness programme</b>, adapting our approach to align with staff roles and providing specific, targeted training for those in high-risk roles. This will include continued simulation and exercising of security processes and behaviour-driven awareness activities.</li> <li>• <b>continuing to develop, test and assure our cyber resilience capability</b> by running simulation events at our cyber physical twin test facility. By emulating highly disruptive incidents, we can demonstrate the real-world.</li> </ul>														
					<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td>✓</td> <td>93%</td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓				✓	93%
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓				✓	93%													
<p><b>INSIGHT 14.</b> High quality of service from regulated firms</p>	<p>Customer service</p>	<p>Customer Perceptions Research, customer focus groups with underreached inclusion groups, CO and PSR market research, ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, NGN and NPg - Working Better Together workshop, ICS research report, NGN Hot Topic Stakeholder Workshop (Resilience), bilateral meeting with Electricity North West, Northern Powergrid and Northumbrian Water, CIVs workshops</p>	<p><b>Triangulated weight of voice:</b> Customers (domestic, businesses, those in vulnerable situations, future, complainants), stakeholders (regulatory bodies, consumer representatives, skills, research and accreditation, local government, charities, other utilities), and the ISG</p>	<p>Although customers rank customer service investments lower in priority than affordability, reliability, and resilience, customers and stakeholders want us to <b>maintain our industry-leading RIIO-2 service levels</b>. They expect <b>continuous improvement</b> and inclusive support services that go beyond our licence obligations. Despite our high standards, our ISG cautioned against complacency and urged us to focus on continuous learning and optimising all customer journeys. Our root cause analysis shows that communication issues account for 36% of complaints, with an increasing number of customers using social media to voice concerns. Our Perceptions Tracker revealed that customers value satisfactory resolution over its speed. This insight has led us to update our customer strategy, consider new areas for CSAT measures and expand our thinking around complaints metrics for RIIO-3. Our research shows that customers prefer discussing complex issues over the phone so, instead of opening more contact channels, we aim to align our resources effectively. Feedback indicates that our current communication channels already provide enough choice. Customers want these channels to be resilient and consistently available.</p>	<p><b>We've updated our Customer Strategy based on best practices centred around six key pillars of customer experience focusing on consistent and sustained customer performance, while also expanding our metrics and reporting to drive continuous improvement.</b> We will support the direction from Ofgem and stakeholders to introduce a new voluntary disconnections customer satisfaction survey, to support an easy transition to low carbon technology, such as integrating referrals to our regional DNOs for low carbon technology advice - within our customer journey. To enhance this we will set a voluntary benchmark based on a pilot survey in RIIO-2. To further improve complaint management, we will balance the reduction of complaints with the quality of resolution. For RIIO-3, we will voluntarily report our complaint figures as a percentage of our total impacted customer base. <b>Influenced by engagement with our ISG, we recognise the increasing use of digital channels, such as social media, for customer communication and complaints.</b> In GD3, we will voluntarily report the percentage of social media complaints compared to the overall number of complaints received. We will categorise social media complaints across our four main work groups: E&amp;R, Planned work, connections, maintenance and 'other' (which captures any other complaints that sit outside of the four main work groups). Additionally, we will start voluntarily reporting an extended complaint metric that includes segmented PSR data to ensure our processes meet the needs of all our customers. <b>More widely our collaboration with regional DNOs will expand with voluntary commitment to lead and implement a mutual incident framework</b> ensuring a high quality and joined up service from regulated firms during adverse weather events.</p>														
					<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td>✓</td> <td>80%</td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓				✓	80%
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓				✓	80%													
<p><b>INSIGHT 15.</b> High quality of service from regulated firms</p>	<p>Vulnerability: VMCA &amp; BAU</p>	<p>Customer Perceptions Research, focus groups with underreached customer groups, ongoing deliberative engagement with our longstanding Citizens Panel and Young Innovators Council, bilateral meetings with consumer representatives and other utilities, CIVs partner workshops, NGage colleague forum, Citizens Advice COL dashboard, CIVs and <i>Community Resilience: A Cross-Utility Study</i></p>	<p><b>Triangulated weight of voice:</b> Customers (domestic, businesses, those in vulnerable situations), stakeholders (consumer representatives, charities, Vulnerability and Carbon Monoxide Allowance (VCMA) project partners and other utilities), colleagues, and the ISG</p>	<p>We heard that our plans should balance the fact that <b>financial hardship</b> continues to be the dimension of vulnerability that needs to be prioritised with <b>expanding the reach of the Priority Services Register (PSR)</b>, as this is key to effective targeting and take up of support services among non-financial vulnerabilities. Stakeholders would like us to commit to collaborating more closely with other regional utility providers to provide improved services to customers in vulnerable circumstances. Examples cited include jointly funding projects, partnerships and awareness campaigns, while sharing data to drive take up of the PSR and more targeted support. The DNO Consumer Vulnerability Incentive encourages DNOs to sign up eligible customers to the PSR, but, with reach ranging from 56.7% to 93.3%, a postcode lottery is emerging. We also heard that we should take action to mitigate the increased safety risks of Carbon Monoxide because of the cost-of-living crisis. 40% of people have low awareness of carbon monoxide dangers. Younger customers and future billpayers are less likely to own CO alarms or perform gas safety checks. Private renters also show lower awareness.</p>	<p><b>In response to stakeholder feedback, including challenge from our ISG, we have planned £15.9m VMCA investment, up from £9.6m, and set out 21 voluntary commitments.</b> We've based our plans on playing to our strength in collaborating with other utility companies that serve the same customers as us. <b>To meet our customers' expectations, our joint PSR awareness strategy with DNOs will prevent duplication of effort.</b> NGN will deliver approx. 10,000 referrals annually, which is double our RIIO-2 target, but can be delivered cost efficiently. We will target our engagement on the largest DNO eligibility gaps and underreached areas. <b>More widely, we will support over 38,000 high-risk households with in-depth casework, leading a collaborative investment strategy with DNOs.</b> This target is proportionate to the VMCA funding available and responds to a stakeholder need to maintain alleviating fuel poverty as a key focus. Our funding and delivery model for fuel poverty services is different to DNOs, however this will allow us to fill gaps, by working with partners on innovative projects and establishing two-way referrals, to complement DNO efforts. We will also work with community partners such as charities, housing associations, councils, and public health bodies to deliver 100,000 face-to-face CO awareness sessions. <b>More broadly 113,000 households in total will be supported with one-to-one awareness, signposting and lower-level advice.</b></p>														
					<table border="1"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> <td></td> <td></td> <td>79%</td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓		✓			79%
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓		✓			79%													

<p><b>INSIGHT 16.</b> High quality of service from regulated firms</p>	<p>Vulnerability: services beyond the meter</p>	<p>Customer Perceptions Research, Consumer Value Perception Research (proxy for willingness to pay), focus groups with underreached customer groups, ongoing deliberative engagement with our longstanding Citizens Panel, bilateral meetings with consumer representatives and other utilities, CIVs partner workshops</p>	<p><b>Triangulated weight of voice: Customers</b> (domestic, businesses, those in vulnerable situations), <b>stakeholders</b> (consumer representatives, charities, Vulnerability and Carbon Monoxide Allowance (VCMA) project partners and other utilities), colleagues, and the ISG</p>	<p>All services beyond the meter (SBMT) are seen as highly beneficial, but our Citizens Panel didn't unanimously support NGN taking responsibility for delivering all of them. Views are influenced by the impact on bills. Although proposed costs are small, the chance of a gas escape (which triggers the delivery of each intervention) could be as rare as once in 45 years. Attitudes toward risk differ, making SBMT appealing to some (such as those who have experienced gas escapes or are in vulnerable situations) but less appealing to others. We included all SBMT proposals in our Consumer Value Perception Research to quantify the value associated with these services (against cost of delivery) and willingness/ability of bill payers to contribute towards greater ambition. While we couldn't test all our Business Plan commitments in this standalone piece of research, we prioritised SBMT for inclusion as it represented a newer area and one with greater discretion where benefits and risks needed to be balanced. Overall, customers say SBMT should be implemented at minimum cost. Carbon monoxide investigations add 12p to the average annual bill, but bill payers are willing to pay 15p. Appliance repairs (2p) and replacements (37p) cost 39p, but bill payers are only willing to pay 36p. Energy efficiency advice adds 1p to the average annual bill, but bill payers are willing to pay 2p. Providing in-home gas safety checks adds 9p to the average annual bill, but bill payers are willing to pay 28p.</p>	<p>As part of our Make Every Contact Count initiative, we will scale up our workforce training to reach 14% of our engineers in RIIO-3 (up from 5%), <b>proportionally expanding the availability of free SBMT compared to RIIO-2 baseline volumes as follows</b> <b>1) Appliance repair and replacement following an NGN call out (target of 3,975 customers), 2) Enhanced carbon monoxide checks (target of 3,250 customers), and 3) Essential gas appliance servicing (target of 1,500 customers). 30,000 customers will receive energy advice during RIIO-3. up from 12,618 in RIIO-2.</b> Some aspects of our SBMT programme are embryonic meaning we have not had a precise baseline to work from for target setting. Therefore, we have looked at committing to an expanded portfolio of work that we can confidently and efficiently deliver. <b>Our cost benefit analysis drove our decision to bring the work in-house for GD3.</b> As we scale-up the future programme we will focus on maximising learning to increase efficiencies further, and <b>optimising the value of our interventions to customers, tracked through SROI.</b> Our support will keep people safe and warm by maintaining the safety and efficiency of essential appliances, through preventative action to avoid or reduce emergency incidents, and by assisting families in making simple, impactful changes to affordably heat their homes. The SROI our activities are proven to deliver is as follows:</p> <ul style="list-style-type: none"> <li>• Carbon monoxide investigations: £8.52</li> <li>• Appliance repairs and replacements: £2.75</li> <li>• Energy efficiency advice £4.00</li> <li>• Gas safety checks £2.75</li> </ul> <table border="1" data-bbox="1855 630 2730 703"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td>79%</td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓	✓	✓			79%
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓	✓	✓			79%													
<p><b>INSIGHT 17.</b> High quality of service from regulated firms</p>	<p>Innovation strategy</p>	<p>Stakeholder engagement including Hot topic workshops and annual conference and depth interviews, ongoing conversations with large I&amp;C customers and biomethane stakeholders, ongoing deliberative engagement with our longstanding Young Innovators Council to understand innovation priorities, Customer Value Perception research, bilateral conversations with Ofgem, DEZLN, Northern Powergrid and Electricity North West, colleague engagement, reports such as Innovator Insights Survey Report 2022 EIC, Sustainability First FOG viewpoint, UKRI – Energy Networks Innovation Culture Exemplar</p>	<p><b>Triangulated weight of voice: Customers</b> (domestic, those in vulnerable situations, future, businesses including I&amp;C and SMEs), stakeholders (consumer representatives, local government, industry bodies, think tanks, skills and research, charities, environmental groups and other utilities including other gas networks), colleagues, and the ISG</p>	<p><b>Customers are supportive of an innovation strategy that solves problems today but also prepares for a net zero future.</b> A consensus exists around NGN pursuing low-regret innovation and development to support decarbonisation, such as investigating biomethane, hydrogen blending and hydrogen for industrial use. Innovation should be weighted towards supporting vulnerable customers. Future customers want to see whole-systems leadership. Targets should be in place so NGN can be held accountable, and projects should deliver long- and short-term benefits. The move away from ENA is an opportunity for NGN to take a leadership role among other GDNs.</p>	<p>We've aligned our innovation strategy with customer and stakeholder priorities:</p> <ul style="list-style-type: none"> <li>• <b>Customer Vulnerability:</b> Supporting vulnerable customers through energy system changes by minimizing the transition's impact. We aim to ensure everyone benefits, especially those facing barriers like limited funds, confidence, or access to low-carbon technologies.</li> <li>• <b>Whole Energy Systems:</b> Reducing emissions by integrating gas, electricity, and liquid fuels. We will innovate how these energy sources work together to cut carbon across technology, transport, heat, and water.</li> <li>• <b>Repurposing and Future Systems:</b> Developing the technology needed to transition the gas distribution system to low-carbon or non-gas solutions. We're also exploring alternative uses for existing gas network infrastructure.</li> <li>• <b>Sustainable Communities:</b> Supporting local authorities and community networks in creating sustainable, decarbonized communities through strategic energy planning and clean transport solutions.</li> <li>• <b>Data and Digitalisation:</b> Enhancing infrastructure efficiency by innovating data systems and adopting world-class technologies, ensuring we remain leaders in efficiency, safety, and customer service.</li> </ul> <p>Customers and stakeholders, such as our Young Innovators Council have strongly advocated for high standards of accountability, transparency, measurement and benchmarking. To track delivery aligned to customer direction on benefits measurement, we're adopting the collaborative benefits value framework to measure ROI from projects. We will also undertake a market review of leading cost benefit assessment models especially those that measure low TRL RnD projects (mindful of the primary driver of affordability from customers). The social strategy SROI model will be applied to customer related innovation to ensure consistency. In response to leading with other GDNs, we will utilise our existing National Research Village site to support our understanding of a fair and just transition to NetZero and host collaborative energy projects.</p> <table border="1" data-bbox="1855 1270 2730 1344"> <thead> <tr> <th>NGN best placed</th> <th>Triangulation</th> <th>Value perception</th> <th>SROI</th> <th>CBA</th> <th>Regulatory</th> <th>Acceptance testing</th> </tr> </thead> <tbody> <tr> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> <td>76%</td> </tr> </tbody> </table>	NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing	✓	✓	✓		✓	✓	76%
NGN best placed	Triangulation	Value perception	SROI	CBA	Regulatory	Acceptance testing													
✓	✓	✓		✓	✓	76%													