RIIO T1 Business Plan

Section 2 Customer Satisfaction & Stakeholder Engagement

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RIIO T1

RIIO-T1 Customer Satisfaction & Stakeholder Engagement

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Issue 1.0

This paper describes the stakeholder engagement that SPT conduct on a daily basis and that carried out in support of our RIO-T1 business plan submission. It includes details of the feedback received from Stakeholders, how we are responding to this feedback and our plans for establishing stakeholder surveys including the structure, stakeholder groupings, and sample questions.

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1. EXECUTIVE SUMMARY

SPT are proud of the nature and extent of the stakeholder engagement conducted by our businesses on a daily basis. We understand that effective stakeholder engagement is essential to ensure customer satisfaction, as well as to the delivery of our strategic objectives and operational goals. This ongoing engagement, and the specific RIIO-T1 stakeholder engagement, has significantly influenced our Business Plan which we believe balances stakeholder requirements and delivers a sustainable, efficient transmission network for our existing and future customers and significantly contributes to a low carbon society.

Historically, we have always looked to engage effectively with those direct and indirect customers that we provide a service to or are affected by our activities. For example, with respect to Ofgem and government, we actively participate and support the setting of regulatory and energy policy. In particular, we respond to regulatory and industry consultations and ensure we are represented on industry bodies and trade associations.

Under the SO-TO Code we are currently contracted with National Grid as the System Operator to construct over thirty grid connections for various developers. This involves significant stakeholder engagement in tri-partite meetings, and responding to stakeholder contact and requests directly, throughout the entire process of offer, construction and connection. In addition, as part of connection and wider system grid development we undertake continual stakeholder engagement with strategic planning authorities and a broad range of interested parties such as Historic Scotland, National Trust, SEPA, National Fisheries Scottish Natural Heritage, the Crown Estate, Forestry Commission, Scotland Scottish Water, Coal Authority, RSPB, etc.

Major construction programmes are supported by an appropriate stakeholder engagement. Key stakeholders are identified and assessed for their interest and influence in the delivery of a project. Different communication mechanisms are developed as appropriate to the stakeholder. For example in the Beauly Denny project, a database was established for tracking all contacts and managing each response through to close out.

Customers with a generation and/or demand connection to our transmission system have a connection agreement with National Grid. However, our activities in respect of operating, maintaining and extending the network impact these customers and a formal communication route exists through National Grid, but this is supplemented by informal contact with our operations centre at Kirkintilloch.

In the area of innovation and research and development, we work with suppliers and academic institutes to carry out a range of research projects. These include:

- National Grid and SHETL for collaboration and sharing learning;

- Academia; to ensure that the transmission network is taking advantage of R&D activity and steering this where necessary for the benefit of the network;
- Other research and policy making bodies including EPRI, ENTSOE and Eurelectric in order to inform and keep abreast of developments in transmission technology and policies;
- Technology providers to assist with the development of new products; and
- Transmission customers, to ensure the network meet their changing needs.

For example, ScottishPower has had a strong relationship with University of Strathclyde and other institutes through our IFI programme and distribution activity.

The extent of our stakeholder engagement and strength of relationship with our customers gives us confidence that we perform well in this area and we therefore welcome Ofgem's focus on customer satisfaction and stakeholder engagement as integral to their RIIO-T1 strategy.

However, we currently do not formally monitor or measure transmission stakeholder engagement or customer satisfaction. We recognise this presents an opportunity to improve and we are committed to developing appropriate surveys and a formal stakeholder engagement strategy for the start of the RIIO price control in 2013.

The first step to developing these outputs came with the stakeholder consultation conducted in support of our RIIO-T1 submission. This consultation prompted a review of our entire stakeholder interactions in respect of Transmission related activities, and achieved immediate benefits in three areas:

- Increased awareness of RIIO-T1 and our business plans with key stakeholders
- Clear messages from Stakeholders of their priorities and expectations for our business.
- A good foundation for developing our customer satisfaction surveys and stakeholder strategy

We have reviewed all our stakeholder interactions in respect of Transmission related activities, identified key stakeholder groupings, developed a contact database, and determined the structure of customer satisfaction and stakeholder engagement surveys on an ongoing basis and to deliver consistent improvements to our customer satisfaction levels we will develop stakeholder engagement strategies specific to each stakeholder group.

Our feedback through our RIIO stakeholder engagement is that we – working with National Grid - should deliver sustainable low carbon energy through fair, clearer and more accessible processes. Our stakeholder strategy in this area includes a commitment to review the current connection process with National Grid to look to provide more clarity on the connection process particularly for new, smaller developers

The key messages from our stakeholder engagement have been considered and grouped to identify specific areas for focussed improvement as follows:

1. **Communication to Stakeholders**: better, targeted, relevant.
2. **New connections**: Deliver sustainable low carbon energy through fair, clearer, more accessible processes.
3. **Operations:** Maintain security of supplies and maximise long term value for end-users through improved network availability and reliability processes.
4. **Delivery:** minimise environmental impact and mitigate consenting and planning challenges through better stakeholder engagement

We are already considering appropriate responses in these areas and will develop these to become the basis of our stakeholder engagement strategy that will lead to our submission for the Stakeholder engagement discretionary incentive available during the RIIO-T1 period.

The stakeholder review for RIIO-T1 also provided the information to baseline the surveys that we will establish to provide effective monitoring and measurement of our customer satisfaction and stakeholder engagement. The challenges to developing effective surveys because of our small stakeholder pool and range of stakeholder engagement are significant but can be overcome. We will do this by working with National Grid and Scottish Hydro to identify stakeholders who may be benefit from a shared survey and with stakeholders themselves to develop questions and arrangements appropriate to each stakeholder group. We intend to develop, test and baseline performance of our surveys in time for the start of the RIIO price control in 2013.

2. INTRODUCTION

The new regulatory framework, RIIO-T1, introduces a greater role for Stakeholder involvement in the regulatory process and encourages network companies to proactively engage with consumers of their network services and wider stakeholders.

A financial incentive will be available based on performance in a customer satisfaction survey to +/-1.0% of allowed revenue per annum. Ofgem have stated that network companies require a step change in behaviour and performance with respect to monitoring and driving customer satisfaction at the transmission level.

A further discretionary incentive will also be available based on effective stakeholder engagement.

This report describes the stakeholder engagement activities carried out by SP Transmission in support of its RIIO-T1 Business plan preparation. The messages received during this consultation and the responses we are making are explained in detail. The responses include adjustments to our business plans however it is our daily stakeholder engagement embedded within our business processes that has been the fundamental driver in the development of our core business plans. A summary of this ongoing engagement is therefore included in this report and is highlighted within the strategic investment plan narratives.

A review of our current stakeholder engagement carried prompted by our RIIO-T1 consultation highlighted a lack of monitoring and measuring of stakeholder engagement and customer satisfaction in relation to our transmission system activities. This led to the proposal for a stakeholder engagement survey as well as a customer satisfaction survey. The structure and arrangements for these surveys are also explained in this report. We have also created an extranet page to hold a record of our stakeholder engagement activities.

http://www.spenergynetworks.co.uk/publicinformation/stakeholder_your_views_matter.asp

3. OVERVIEW OF CURRENT STAKEHOLDER ENGAGEMENT

Historically, SP Transmission has endeavoured to engage effectively with those direct and indirect customers that we provide a service to or are affected by our activities. We have also worked in conjunction with other Transmission Operators, the NETSO, the regulator, the UK and Scottish government and over 100 other industry forums and bodies to deliver a reliable and sustainable transmission network that delivers long term benefit for consumers and other stakeholders. However, we have not formally recorded or monitored the satisfaction levels of our stakeholder community in respect of our transmission activities.

SP Transmission support National Grid in approximately 40 Connection agreements for developers requesting new connections or changes to existing connections to our Transmission system, at any one time. Significant stakeholder engagement is conducted by our Regulation and design personnel in tri-partite meetings and responding to stakeholder contact and requests directly, throughout the entire process of offer, construction and connection.

SPT deliver major construction projects safely, efficiently and effectively using key stakeholders from our supply chain. Our procurement partners within the corporate business develop strategic contracts allowing locking in and growing resource in the market to achieve desired committed outcomes. Provision of all associated legal, environmental matters and planning requirements in relation to the delivery of major project infrastructure are achieved by our environmental and legal teams. This involves targetted stakeholder engagement with strategic planning authorities and a broad range of interested parties such as Historic Scotland National Trust SEPA National Fisheries Scottish Natural Heritage The Crown Estate Forestry Commission Scotland Scottish Water Coal Authority RSPB, etc

Major construction programmes are supported by an appropriate stakeholder engagement. Key stakeholders are identified and assessed for their interest and influence in the delivery of a project. Different communication mechanisms are developed as appropriate to the stakeholder. For example in the Beauly Denny project, a database was established for tracking all contacts and managing each response through to close out.

Customers with a generation and /or demand connection to our transmission system have a connection agreement with National Grid the System operator. However, our activities in respect of operating, maintaining and extending the network impact these customers. A formal communication route exists through national grid, but this is supplemented by informal contact with our operations centre at Kirkintilloch.

The extent of our stakeholder engagement and strength of relationship with our customers gives us confidence that we perform well in this area and we therefore

welcome Ofgem's focus on customer satisfaction and stakeholder engagement as integral to their RIIO-T1 strategy.

However, we recognise we have not formally monitored or measured transmission stakeholder engagement or customer satisfaction and the stakeholder consultation conducted in support of our RIIO-T1 submission (Ref: RIIO –T1 Stakeholder Engagement Outputs) prompted a review of our entire stakeholder interactions in respect of Transmission related activities. This led to the identification of stakeholder groupings and development of a contact database. These outputs provide the basis for determining the structure of a customer satisfaction survey as described in this document.

In contrast to our transmission activities our distribution related stakeholder engagement and customer satisfaction monitoring, is well defined, includes a satisfaction survey and is strategically delivered by our Customer Service & Business Support division. The ownership of our transmission stakeholder strategy and customer satisfaction survey will ultimately become integrated into these activities. In support of the development of a transmission survey the consultant organisation who provide survey services for the Distribution business, will be engaged to support the design for our transmission survey.

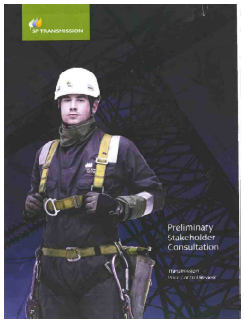
The nature of many of our transmission activities and in particular with respect to customer connections and operations, are governed by our Licence and other industry codes. It is therefore important to develop our stakeholder engagement in conjunction with National Grid as the NETSO and SHETL as another Transmission Operator in Scotland who might have common stakeholders. Meetings and discussion have taken place to this end and our proposals reflect common thinking between our organisations.

4. STAGE I STAKEHOLDER ENGAGEMENT

Ofgem have explained[1] that with respect to the price review stakeholder engagement should start with a pre-consultation period then continue through three stages as follows:

- Stage1: Early development of Business Plan should demonstrate that stakeholder views on priorities for delivery and the means of delivery have been taken into account.
- Stage 2: The submitted Business plans are communicated to stakeholders
- Stage 3: Revised Business plans are communicated to stakeholders

4.1 Pre-Consultation



In November we undertook a pre-consultation exercise, to help inform our views on how best to engage with our stakeholders and identify an initial set of themes which we would intend to consult upon. We provided this via an e-mail link to our website. This was sent to over 300 stakeholder contacts covering renewable generation developers, local authorities, Scottish and National Government agencies, major customers and other representative bodies such as the Renewables UK. The full list is provided in Appendix 1. The document was also available to be downloaded from our website, which also allowed an electronic submission of responses. The aim of this preliminary consultation was to seek views from the stakeholder community and to introduce at a high level the role that we as a Transmission Owner play in the electricity industry and to highlight the key issues which the UK faced in terms of moving to a low carbon economy and the renewable targets which we need to meet as a result. We sought feedback from our stakeholders on the best methods to engage with them and on the key themes which we were considering to consult upon.

4.2 Pre-consultation Key Messages

The results from our pre-consultation engagement were limited but valuable. With respect to the 42 stakeholder groups we suggested as appropriate to consult with, the consensus agreed that the broadest possible spectrum of stakeholders should be given the opportunity to present their views. The majority of respondents felt that we should continue to use our website to provide communications and that this should be supplemented with individual and group meetings.

[1] Ofgems 'Handbook for Implementing the RIIO model' (Ofgem, 2010)

"I do think that you should use all of the methods listed as each group will have different needs with regards to communicating your proposals. I also think that clear explanations of what is being consulted on would be useful as bodies and individuals not involved in energy may still be able to make an important contribution."

Whilst the majority of respondents agreed with the key themes which we proposed to consult on, we received additional comments indicating that we should consider cost and environmental issues in more detail as well as demonstrating that our investments are both economic and efficient.

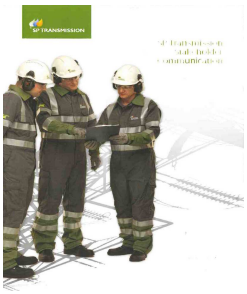
"In all cases, SPTL should include information on the cost of proposals and the benefit so that consumers are able to judge whether they wish to pay. Affordability is important to consumers and answers to questions will vary according to how they are couched. Careful consideration must be given to end user engagement to ensure high quality engagement"

"Given the scale of investment needed over the price control period a theme on raising finance is a possibility as is engaging with the supply chain to ensure capacity, skill sets, encouragement of innovative solutions and value for money."

Full responses can be viewed in Appendix 2.

4.3 Stage 1 Stakeholder Engagement

Based upon the results of this consultation and feedback received internally, we then developed our initial consultation. This again was in pamphlet form and available to directly down load from our website and was open for a period of 6 weeks. In this document we included a survey comprising 16 questions based on the output themes, and explained RIIO and outlined the key challenges we face to connect the anticipated amount of renewable generation and the scale of our asset replacement programme. We also used the consultation to elaborate on the key areas which Ofgem had indicated they were developing outputs for and sought feedback on these. This was supplemented by individual meetings and group workshops and seminars.



4.4 Stage 1 Stakeholder Engagement Feedback

The feedback to our online consultation was again limited with four responses received. There was consensus from these that our investment plans were appropriate to deliver a low carbon network, our current system reliability levels are acceptable, but investment is required to maintain this. Connection conditions should be incentivised as timely connection is important but incentivising is complex as each connection is different and may result in positive or negative windfall payments that are independent of the networks companies control. There was mixed views on the issue of visual impact with a

preference for avoiding additional cost of undergrounding through the planning process. However, the development of a code of practice giving guidance the issue was supported. Incentivisation of transmission & environmental losses was considered to be a positive driver of long term benefit that would optimise asset utilisation and encouraging renewable generation. Overall the output measures were considered appropriate to encourage the right investment with a proviso that they should not result in favouring a particular type of energy source. The full responses can be viewed in Appendix 4.

A workshop held in February had a good cross of delegates representing a variety of generation developers, Ofgem, and Scottish Government. The delegates were generally supportive of our proposed investment plans. Although some stakeholders wanted us to consider 'anticipatory reinforcement' i.e. investing in transmission infrastructure in areas where there currently isn't any In this way it was hoped that additional renewable generation could be encouraged to these areas (as the connection costs were seen as a barrier to connection). An interactive discussion on the proposals for incentives and outputs highlighted a general agreement with the areas being targeted, but with reservations in some areas on how effective incentivisation could be achieved. For example in respect of incentivising the connection process, a time based incentive was not necessarily effective as individual developments are so variable. However, reservations about the current connections process as a whole were raised:

> *There is a need to facilitate speculative proposals by smaller developers who have cannot fund multiple applications like large players for which this process was intended.*

Two events covering our political stakeholders in both the Scottish and UK Parliaments were held. The 98 MSP's and 44 Scottish MP's were invited to dinners in Edinburgh and London where our Chief Executive Frank Mitchell explained the price control policy issues and engaged in debate to highlight the investment challenges and planning issues involved delivering the investment to achieve government policy targets while maintaining continuity of supply and delivering customer satisfaction.. In Scotland we had ten MSPs attend the event, covering all of the main political parties in Scotland (SNP, Labour, Conservative, Liberal Democrat and the Green party. In Westminster, we attracted six MPs (five Labour and one Liberal Democrat including the Shadow Scottish Secretary) representing constituencies across the Transmission Service area. These events allowed us an informal opportunity to present and discuss with Politicians our potential investment requirements and bring them up to speed on a number of potential issues and concerns which we faced over the coming Price Review period. The politicians were also keen to hear our concerns but also provide feedback on the wider context of what the concerns for their constituents were.

4.5 Key messages from our Stage 1 Stakeholder engagement

The low level of response to our online engagement suggests that those stakeholders contacted are either comfortable with our plans or our communication has not demonstrated the relevance of our activities to them. Most likely it is a combination of both. Notwithstanding the volume of responses the quality of response ensured some valuable messages were received and we need to act upon these. In summary, are as follows:

- Our stage 2 and 3 Investment Plan communication should demonstrate linkage between reliability and cost, how we intend to achieve effective and economic delivery and how additional rewards/incentives are justified.

- We should demonstrate how we will operate to minimise the environmental impact, how we can deliver renewable energy targets and still maintain security of supply.

- That regulatory incentivisation does not discriminate between different network users e.g. renewable verses conventional generators;

- That regulatory incentivisation does drive the connection process to become more accessible to smaller developers and encourages investment ahead of user commitment.

- We should engage with a broad stakeholder group but we should target appropriate communication to those groups. Web based information is essential but should supported by seminars and printed materials.

- The proposed Ofgem outputs are a suitable basis for engagement but we should also include issues around raising finance, supply chain impact and innovation

5. ACTION PLAN FOR STAGE 2 STAKEHOLDER ENGAGEMENT

Ofgem's expectations and timetable for RIIO T1 with respect to the customer satisfaction element are summarised in the following table;

Date	Activity
Nov 2010 to Dec 2010	Pre-consultation on our proposed communication plans and stakeholder engagement for RIIO T1
Dec 2010 to May 2011:	Stage 1 Consultation – Capture Stakeholder views on our early business plans and priorities for delivery.
May 2011 to June 2011:	Stage 2 Consultation – Inform stakeholders of our proposed Business plans and how their views have been taken into account.
July 2011	Submission of Business Plans to Ofgem with clear linkage to stakeholder views.
March2011 to March 2012	Development of a Transmission Customer Satisfaction survey in support of the Action plan to be issued by Ofgem on March 28th
April 2012 to March 2013	Run a Pilot Customer Satisfaction Survey
April 2013 to March 2021	Annual Customer satisfaction survey and stakeholder engagement appraisal with associated revenue recovery

To meet these timescales and expectations we need to carry out the following actions:

1. Develop and implement a Stage 2 stakeholder engagement plan based on the stakeholder feedback and Ofgem expectations that will run from April to June 2011. The output of this will inform our business plan submission in July.

2. Establish a definitive list of Transmission stakeholders and a clear understanding of their specific needs and concerns, and ensure this information is maintained and used to deliver year on year improvements in customer satisfaction.

3. Capture the historic and ongoing customer stakeholder engagement SPT conducts and include this within the development of the RIIO T1 business plans to ensure all relevant stakeholder engagement is reflected in the submission.

A high level overview describing our proposed Stakeholder engagement plan is provided in Appendix 6

6. STAGE 2 STAKEHOLDER ENGAGEMENT OUTPUT

In line with the three key actions identified as a conclusion to our stage 1 consultation the following outputs were developed during stage 2 consultation.

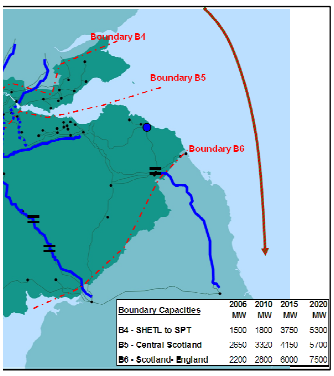
6.1 Stage 2 stakeholder engagement

The investment plan proposal prepared for submission in July reflects historic stakeholder engagement particularly in the area of our load plan including wider works. Similarly our non-load plans are based upon an asset health methodology developed jointly with National Grid and Scottish Hydro. This provides our stakeholders with confidence that our investment decisions are proportionate and consistent across the UK.

Details of our investment plans and the processes involved in their development outlined above were communicated to our stakeholders between April and June 2011 in the following ways.

Documentation was prepared which summarised our investment plans. Our web site was updated with this information and provided directly to our key transmission stakeholders by email. Employees were also informed of our plans via the circulation of a key messages booklet to our line managers and via our intranet. This was supplemented by briefing updates through our monthly team meeting process.

Stakeholders were offered the opportunity to respond electronically, request a one-to-one meeting or attend a stakeholder workshop which was held on June 7th in Glasgow. This event was well attended by 15 delegates representing a broad range of stakeholders as per the list in Appendix 7. The agenda included a presentation of our load and non load plans, followed by a workshop highlighting the issues of visual amenity and willingness to pay, and stakeholder engagement strategy.



agram of investment plans

Meetings and discussion were held during this consultation period with Ofgem and the other TO's and SO to share understanding and identify best practice in respect of stakeholder engagement and in development of a Customer survey.

The key messages from Stakeholders from our stage two consultations are as follows:

1. Our Load investment plans should attempt to achieve Government targets to achieve a sustainable and low carbon energy sector, and there is confidence this is the case.
2. Our non load investment plans should ensure current levels of system security and reliability are not compromised now or in the future, and there is confidence this is the case.
3. Communicating a clear message to key stakeholders on the cost, reasons and benefits of our construction activity in delivering a sustainable and low carbon energy sector are essential to mitigate the challenges faced securing planning and consents.
4. Strategic stakeholder engagement is essential to meet the challenges of deliverability. In particular close liaison between the SO and TO's to ensure the broad interests of UK consumers are achieved by improving new connections and network availability and reliability processes.

The application of these messages will be evident in our Investment plans, Stakeholder strategy policy document and Network Availability policy which form part of the RIIO submission in July.

6.2 Transmission Stakeholder database development

The focus on consumer satisfaction and stakeholder engagement in the RIIO strategy was addressed by an internal review of the transmission stakeholder interaction conducted as part of normal business processes. This activity provided a basis for identifying stakeholder groupings, engagement strategy and forming the structure of a consumer survey.

Fundamental to any stakeholder communication is accurate and appropriate contact information. Our pre-consultation activity identified stakeholders

> **"***felt that we should continue to use our website to provide communications and that this should be supplemented with individual and group meetings.***"**

The list of transmission stakeholders used at pre-consultation contained about 400 contacts and the level of response to communications and invitations was low. The quality and quantity of this list was improved by reviewing every area of SPT that could be identified as engaging with transmission stakeholders. The list now comprises 600 contacts with a much improved quality of information, and increased confidence that these stakeholders are currently engaged with SPT at some level. Evidence of this can be provided by the 100% increase on delegates at our June workshop compared to February.

The list of stakeholder contact information will form the basis of a transmission stakeholder database which will be maintained and updated by SPT in line with our existing customer contact database. This includes recording of meetings and other contact activity, action tracking and resolution, reporting and review.

6.3 Historic and ongoing customer stakeholder engagement

Our RIIO submission includes papers describing the strategy behind each element of the plan. Where appropriate the strategy will highlight stakeholder engagement activities that have been part of our normal business processes and have been fundamental to the development of our plans. These include engagement in the ENSG which has significantly influenced our wider works. Development of an asset health methodology with industry partners which result in a common approach across the UK to the replacement and refurbishment of existing infrastructure. PASS 55 certification across our asset management business provides external verification and continual improvement of our processes. A complete list of our involvement and representation with industry bodies, forums and initiatives is included in Appendix 8.

7. STAKEHOLDER MESSAGES

The key messages we have heard from our stakeholders from our RIIO consultations are:

1. Clear explanations of what is being consulted on would be useful as bodies and individuals not involved in energy may still be able to make an important contribution.
2. We should consider cost and environmental issues in more detail as well as demonstrating that our investments are both economic and efficient.
3. In all cases, SPTL should include information on the cost of proposals and the benefit so that consumers are able to judge whether they wish to pay.
4. Given the scale of investment needed over the price control period we must engage with the supply chain to ensure capacity, skill sets, encouragement of innovative solutions and value for money.
5. Communication should demonstrate linkage between reliability and cost, how we intend to achieve effective and economic delivery and how additional rewards/incentives are justified.
6. We should demonstrate how we will operate to minimise the environmental impact, how we can deliver renewable energy targets and still maintain security of supply.
7. We should not discriminate between different network users e.g. renewable verses conventional generators;
8. We should ensure the connection process becomes more accessible to smaller developers and encourages investment ahead of user commitment.
9. We should engage with a broad stakeholder group but we should target appropriate communication to those groups. Web based information is essential but should supported by seminars and printed materials.
10. Our Load investment plans should attempt to achieve Government targets to achieve a sustainable and low carbon energy sector and our non load investment plans should ensure current levels of system security and reliability are not compromised now or in the future
11. Communicating a clear message to key stakeholders on the cost, reasons and benefits of our construction activity in delivering a sustainable and low carbon energy sector are essential to mitigate the challenges faced securing planning and consents.
12. Strategic stakeholder engagement is essential to meet the challenges of deliverability. In particular close liaison between the SO and TO's to ensure the broad interests of UK consumers are achieved by improving new connections and network availability and reliability processes.

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8. RESPONSES TO STAKEHOLDER MESSAGES

We have are grouped the stakeholder feedback into four themes to focus our strategy on suitable areas for improvement.

1. **Stakeholder Communication**: better, targeted, relevant.
2. **New connections**; Deliver sustainable low carbon energy through fair, clearer, more accessible processes.
3. **Operations**: Maintain security of supplies and maximum long term value for end-users through improved network availability and reliability processes.
4. **Delivery**: minimise environmental impact and mitigate consenting and planning challenges through better stakeholder engagement

We have responded to these key themes in three ways:

1. Immediate adjustments to our RIIO business plans.
2. Development of our stakeholder strategy.
3. Inclusion in a Customer Satisfaction Survey

The thinking and application of our responses to each theme is explained below.

8.1 Stakeholder Communication

We understood from the feedback we received from our stakeholders that our communication with them had to be better, targeted, and more relevant.

In response to this clear message, and in line with Ofgem expectations for the Customer Satisfaction Primary output, an internal review of our transmission stakeholder engagement was conducted. Our current engagement activities across all areas of our transmission activities were considered, specific stakeholders groups defined and potential areas of improvement identified.

This provided an immediate benefit to our RIIO stage 2 stakeholder engagement activities as a new database reflecting these groups was developed with refreshed contact details. This resulted in a 100% increase in attendance at our stakeholder forum in June compared to February.

The outcome of this review also provided the basis for our Transmission Stakeholder Strategy document, which includes plans to engage directly with each stakeholder group to listen to their needs and wants in respect of our communication with them and how to establish robust feedback mechanisms appropriate to them that can result in real changes to our activities that improves our performance and service for them. This will form the basis for our stakeholder strategy going forward.

We will consider how best to assess our performance in this area in terms of customer satisfaction. The details of our plans for this are included in the Customer Survey Arrangements document.

8.2 New Connections;

> *With respect to new connections we understood from our stakeholders that we should deliver sustainable low carbon energy through fair, clearer, more accessible processes.*

We believe this message endorses the level of investment we are proposing in our load related activity in respect of new connections and wider works. UK and Scottish government low carbon targets do provide the incentive for industry activity in renewable generation connections and it is incumbent on us as the network operator from a stakeholder as well as license perspective to deliver the capability for these targets to be met.

However, on the evidence of the planning and consenting challenges faced in delivering major infrastructure projects such as the Beauly-Denny upgrade, the stakeholder aspiration to meet low carbon energy targets is counteracted by resistance to the necessary construction activity required to deliver these targets. The feedback from stakeholders indicates this in part due to our failure to clearly communicate the drivers behind the construction work, and the benefits it brings to the UK in terms of delivering the low carbon targets. We recognise this as an essential ingredient to overcoming the deliverability challenges and is emphasised in our stakeholder strategy.

Our investment plans also achieved significant environmental benefits; reduction in CO2 emissions from a current value close to 100mtCO2 to just above 40mtCO2 by 2021.

As well as our broad stakeholder engagement, specific engagement with developers proposing new connections is a normal part of our processes. This has resulted in a very positive outcome during the current TPCR4 period of connecting over 1700MW of renewable generation compared to the expectation of 1734MW contained in our revenue driver from TPCR4. Not all the original schemes have come to fruition and others have arisen during this price control period. We fully expect this trend to continue in the RIIO period and we have addressed this within our submission by categorising all current connection applications in terms of their likely hood of completion and our anticipation of timescales. This has allowed us to profile our load investment plans and manage the financeability risk by determination of the appropriate revenue mechanism for each project based on its category as per figure 2 below:

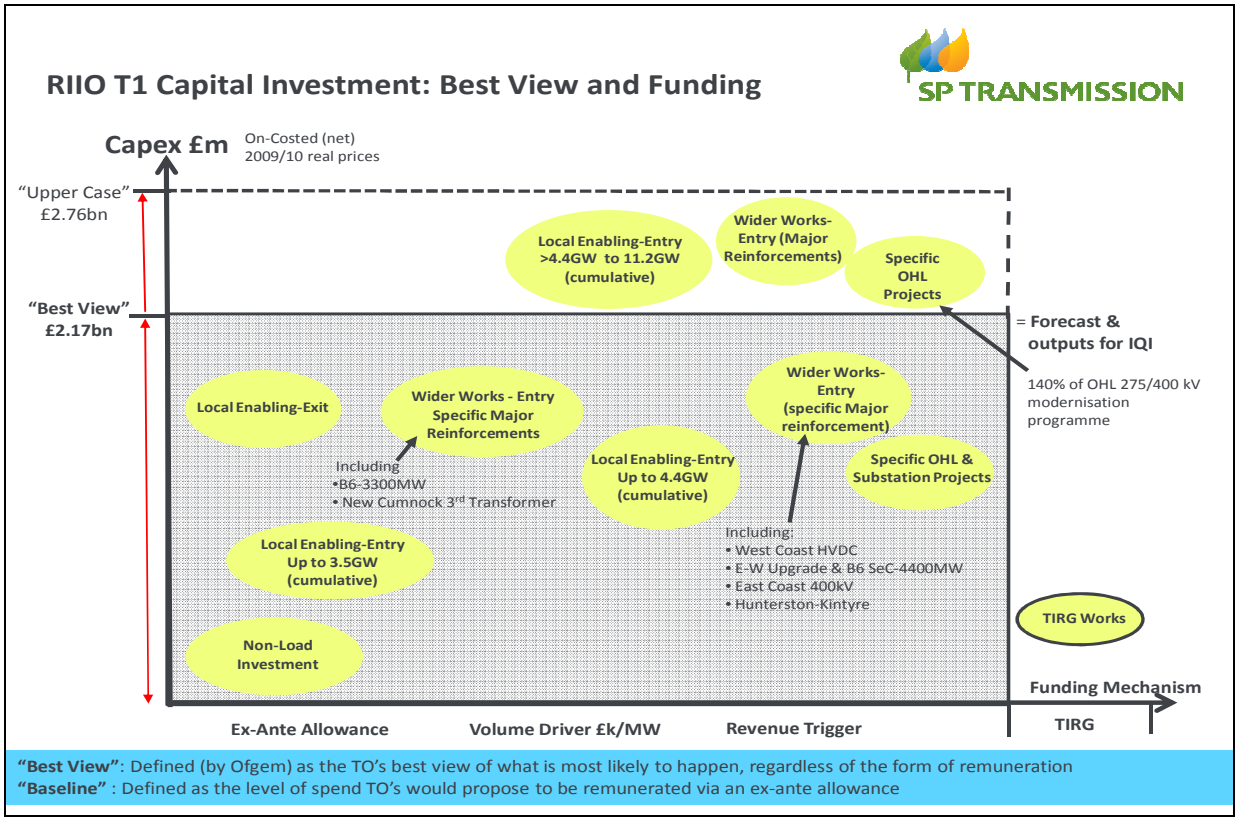


Figure 2: RIIO T1 Capital Investment

Our Stakeholder strategy in this area includes a commitment to review the current connection process with relevant stakeholders as a direct result of feedback which told us there is insufficient clarity on the connection process particularly for new, smaller developers. The outcome of this review will involve potential changes to the TO/SO code and CUSC. We are committed to engaging with this review and have confirmed similar commitment from the other TO's and SO.

National Grid has already begun consultation on specific improvement options in this area and we will engage with and develop this initiative for stakeholders in our licence area.

We also intend to include this group of stakeholders in a customer survey to ensure a mechanism exists for formal performance appraisal in relation to customer satisfaction feedback and continuous improvement dialogue. We are considering a with National Grid for these stakeholders.

8.3 Operations:

Maintaining security of supplies and maximum long term value for end-users through improved network availability and reliability processes we understood from our stakeholders must be a priority for us.

Our non-load investment plans form a significant element of our RIIO submission and will deliver security of supply and levels of reliability consistent with the current performance levels stakeholders have come to expect, now and for future customers.

Early feedback from stakeholders indicated an expectation that our investment plans to achieve a reliable and secure network was rightly determined by us as network owners with the necessary skills and experience to make these judgements. Our stakeholder engagement presented our asset management polices and investment protocols to explain the needs case for our non-load investment. This was well received and endorsed by stakeholders.

It is also important to highlight the interdependency in our load and non-load investment plans and the decision making made to co-ordinate this that maximises long term value for stakeholders. For example the high level of overhead line investment requires a significant amount of network outages in the central area where construction of the Beauly Denny upgrade also impacts. Profiling the refurbishment work around the construction work minimises constraint costs and maximises circuit availability. Furthermore, the substation non-load investment profile is also co-ordinated with the overhead line work to minimise outages. Although this sort of forward planning has always been conducted the quantity and time period increases under RIIO demand an increased focus and effort to ensure the optimum outcomes are achieved. To this end discussions with the NETSO for projects as far ahead as 2021 have already started. and in line with Ofgem's Reliability and Availability primary output measures, tri-partite discussions have already commenced with the other TOs and SO to develop a Network Outage policy. This document is included within our RIIO submission pack.

We have also identified directly connected demand and supply customers as a specific stakeholder group with whom we will develop a strategy for engagement. The principles for this strategy are included in our stakeholder strategy document.

We also intend to include this group of stakeholders in a customer survey to ensure a mechanism exists for formal performance appraisal in relation to customer satisfaction feedback and continuous improvement dialogue.

8.4 Delivery

Minimising the environmental impact and mitigating consenting and planning challenges through better stakeholder engagement was clearly communicated to us as fundamental for our infrastructure construction activities.

The drive to deliver low carbon energy through renewable connections and wider works requires an unprecedented level of load related investment. The consequential planning and consenting requirements present a significant risk to the delivery of our plans.

Our current stakeholder engagement has resulted in positive feedback from such organisations as the RSPB, who have expressed confidence in our environmental planning and contingency activities. Our engagement throughout the Beauly-Denny project provides an excellent basis for our stakeholder strategy in relation to this activity. For example every contact from stakeholders was captured in our customer contact database, a suitable response identified and the action tracked until completion. Stakeholders were identified and assessed in terms of their influence and impact and an appropriate strategy adopted to improve their satisfaction levels with respect to our activity.

This approach will be assessed by using these stakeholders as a pilot grouping to develop an appropriate customer satisfaction survey for our delivery activities as detailed in our Customer Survey document. Lessons from this assessment will be incorporated into our stakeholder strategy document.

Within our investment plans we have included details of our plans to minimise SF6 losses and improve our carbon footprint.

Stakeholders have indicated a willingness to pay for certain visual amenity measures where they impact particular areas of natural beauty or established residential communities. Their preference tends towards a shared oncost across all end users limited by cost impact. The complexity of calculating end user costs and the range of costs for different visual mitigation measures and across different engineering challenges supports a project by project assessment. We will therefore support the development of a broad environmental measure and have identified significant projects where a clear mandate for short term higher investment delivers longer term benefit financially and environmentally.

This understanding will be incorporated into our stakeholder strategy for this activity by developing a process for identifying visual amenity options and costs and engaging stakeholder feedback at early stages of the project lifecycle. This would be similar to the approach proposed by National Grid.

A regulatory measure to support this approach could involve a trigger mechanism based on stakeholder feedback to recover additional costs up to an agreed percentage collar on a baseline design solution. We will engage with Ofgem to consider this option as part of our stakeholder strategy.

A summary of the stakeholder key messages and our responses is provided in table 1 below.

Stakeholder Message	Impact in our RIIO business plans.	Developments in our stakeholder strategy.	Inclusion in a Customer Survey
1. Communication **"better, targeted, relevant"**	Review of transmission related stakeholder activities internally and externally. Development of a stakeholder database Improved contacts and better focus for stage 2 consultation	Identification of stakeholder groupings forms the basis for our future engagement strategy.	Stakeholder groupings and service definitions from our review inform our survey structure.
2. New Connections **"Sustainable low carbon energy through fair, clearer, more accessible processes."**	Review of all connection applications informed by stakeholder engagement identifies three groups which inform our investment profiling and revenue strategies.	Commitment to review existing processes internally and with stakeholders including TO's and SO.	Developers and connection stakeholders identified as key grouping and will be included in a survey.
3. Operations **"Maintain security of supplies and maximum long term value for end-users through improved network availability and reliability processes"**	Non load plans validated by stakeholders and investment re-profiled to maximise long term value through co-ordination of outages with load projects.	Commitment to develop a Network Policy jointly with TO's and SO and review existing processes internally and with stakeholders.	Operations (direct connect) stakeholders identified as key grouping and will be included in a satisfaction survey.
4. Delivery **"minimise environmental impact and mitigate consenting and planning challenges through better stakeholder engagement"**	Investment reduces CO2 emissions. Early engagement with key planning authority's identified for significant projects.	Strategy will be based on lessons learned from Beauly-Denny engagement and be rolled out to all major infrastructure projects. Willingness to pay for visual amenity proposal to be developed for a new regulatory income stream on a project by project basis determined from stakeholder feedback.	Delivery stakeholders identified as key grouping and will be included in a satisfaction survey.

Table 1: Summary of Stakeholder messages and SPT responses.

9. STAKEHOLDER SURVEY ARRANGEMENTS

In response to the stakeholder consultation conducted in support of our RIIO-T1 business plan submission, a wholesale review of our current stakeholder engagement activities was carried out. This led to a number of benefits including the establishment of a consolidated contact database, identification of stakeholder groupings and clarification of the service provision in each area. The structure and arrangements for our customer satisfaction surveys also were developed as part of this review and are described as follows.

9.1 Stakeholder Groupings

Our transmission related activities involve broad range of customers and stakeholders, which we have grouped into defined segments as shown in fig 3 below:

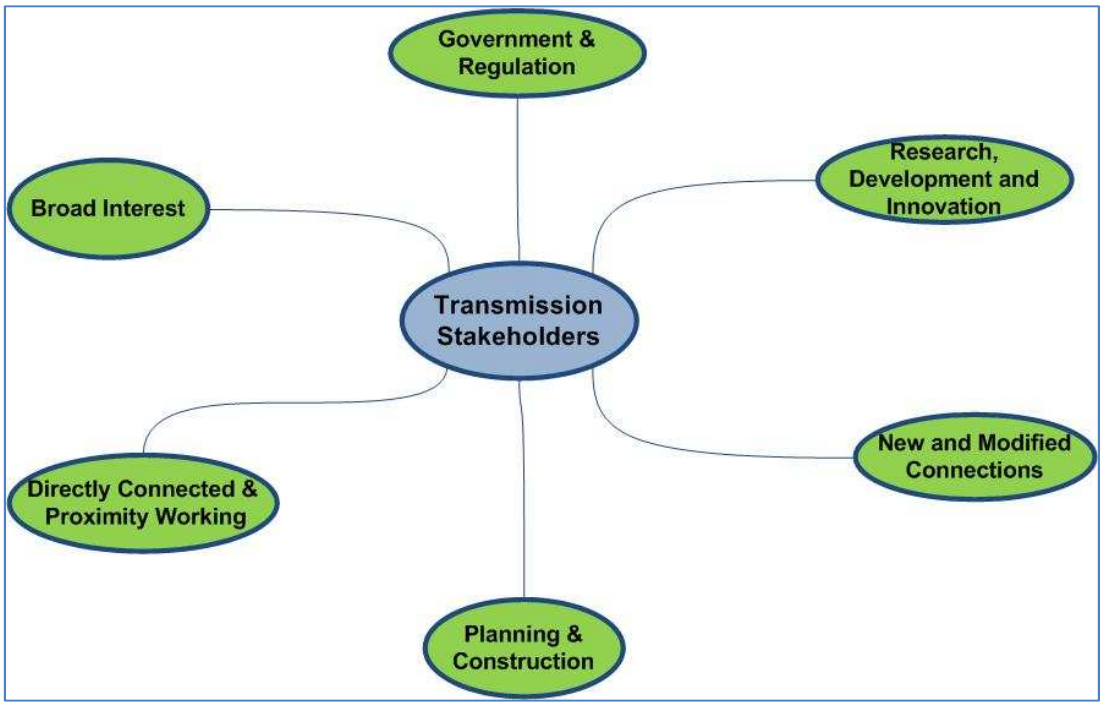


Fig3: Level 1 Stakeholder groupings

9.2 Government and Regulation

Our activities are regulated by Ofgem under a Licence agreement. We are also subject to a wide range of legislative and industry rules and guidelines. This necessitates significant levels of reporting and consultation, engagement through various forums, meetings and working groups. Stakeholders in this group include Ofgem, National Grid, Scottish Govt, Dept of Energy and Climate Change (DECC) and Scottish Enterprise.

9.3 Research and Development and Innovation

SP Transmission recognises the importance of innovation in our future plans for the transmission network. A changing generation mix from coal and nuclear to renewables will create many pressures on the transmission network which require to be addressed using new technology, techniques and commercial arrangements. Further, the pressures of extensive asset replacement will require an inherent level of innovation to ensure that installed assets are future proof and the doors are not closed on future opportunities. Increasing load growth through the uptake of new technology such as Electric Vehicles, heat pumps as well as general load growth will create a challenging landscape for transmission networks which will require innovation throughout. In order to deliver SPT's innovation programme, partnership with stakeholders will be vital. These include:

- National Grid and SHETL for collaboration and sharing learning;
- Academia; to ensure that the transmission network is taking advantage of R&D activity and steering this where necessary for the benefit of the network;
- Other research and policy making bodies including EPRI, ENTSOE and Eurelectric in order to inform and keep abreast of developments in transmission technology and policies;
- Technology providers to assist with the development of new products; and
- Transmission customers, to ensure the network meets their changing needs.

To date, ScottishPower has had a strong relationship with University of Strathclyde and other institutes through our IFI programme and distribution activity.

9.4 New and Modified Connections

Applications for new generation or demand connections or alterations to existing connections that impact the transmission system are made to National Grid in their role as 'System Operator (SO)' in the first instance. SPT provides design and commercial expertise to connections in our geographic licence area as 'Transmission Owner (TO)' in support of the application as requested by National Grid. The processes and arrangements by which this interaction takes place is governed by the Connection and Use of System Code (CUSC) which constitutes the contractual framework for connection to, and use of, National Grid's high voltage transmission system. All new and modified connections are also subject to the terms and conditions of the Grid Code (STC) which covers all material and technical aspects relating to connections to and the operation and use of the transmission system.

Typically, the volume of new applications and modifications to existing transmission connections in the SPT licence area being managed at any one time runs at about 40 . Stakeholders in this process are developers such as Fred Olsen, Community windpower, Renewable UK, and ScottishPower Renewables. Existing connected customers making modifications to their connection include Network Rail.

9.5 Planning and Construction

As Transmission Owner, SPT have a licence obligation to deliver extension of and modifications to the transmission network to provide new and modified connections. This covers the design, development, planning, consenting, construction and commissioning of the necessary electrical infrastructure. A large number of stakeholders can be impacted by this activity, some stakeholders are critical to the delivery of this activity and others still have an interest in this activity.

It is necessary to categorise stakeholders into sub-groupings of supply chain and statutory planning consultees. Supply chain includes contractors, consultants and manufacturers who we engage through our Corporate Procurement function to deliver various technical and material aspects of our infrastructure. Statutory planning consultees include local authorities, city councils, the Crown estate etc who we require to engage with to construct new infrastructure safely and legally.

9.6 Directly Connected and Proximity Working

Customers with direct connection to the transmission system can be either generators, and/or demand customers. Their primary relationship is with National Grid as System Operator. SPT activities are governed by the System Operator-Transmission Owner Code (STC) which defines the high-level relationship between the National Electricity Transmission System Operator (NETSO) and Transmission Owners. It is supported by a number of procedures (STC Procedures or STCPs) that set out in greater detail the roles, responsibilities, obligations and rights etc of the NETSO and the TOs.

SPT are critical to the overall reliability and availability of the transmission system within their licence area in terms of outage planning, and managing unplanned outages (faults). In principle, communication is bilateral between the customer and National Grid, but in practice a significant amount of engagement exists between SPT and the customer. The number of directly connected customers in the SPT area is 18.

Other stakeholders associated with our maintenance and third party activities in the proximity of the transmission network are also included in this group. Maintenance activities, for example tower re-painting, require landowner agreement to facilitate access to the infrastructure. General construction work by third parties, for example new housing, can require diversion of our apparatus to facilitate their works.

This type of activity is variable and the specific stakeholders will vary over time. To be able to assess performance in the provision of our services or delivery of our activities in these areas requires continual refreshing of our stakeholder contact details.

9.7 Broad interest

Many more stakeholders exist that are impacted or have an interest in our activities. we have identified there broad interest stakeholders as those who do not fall into one of the

specific stakeholder groups defined above but have an interest in the overall operation and delivery of our activities. They range from environmental groups to consumer forum groups to employees.

A full list of our stakeholders and their contact details are held in a central repository and categorised according to these groupings. Figure 4 below shows a summary of this list and where stakeholder groups can be impacted by different activities.

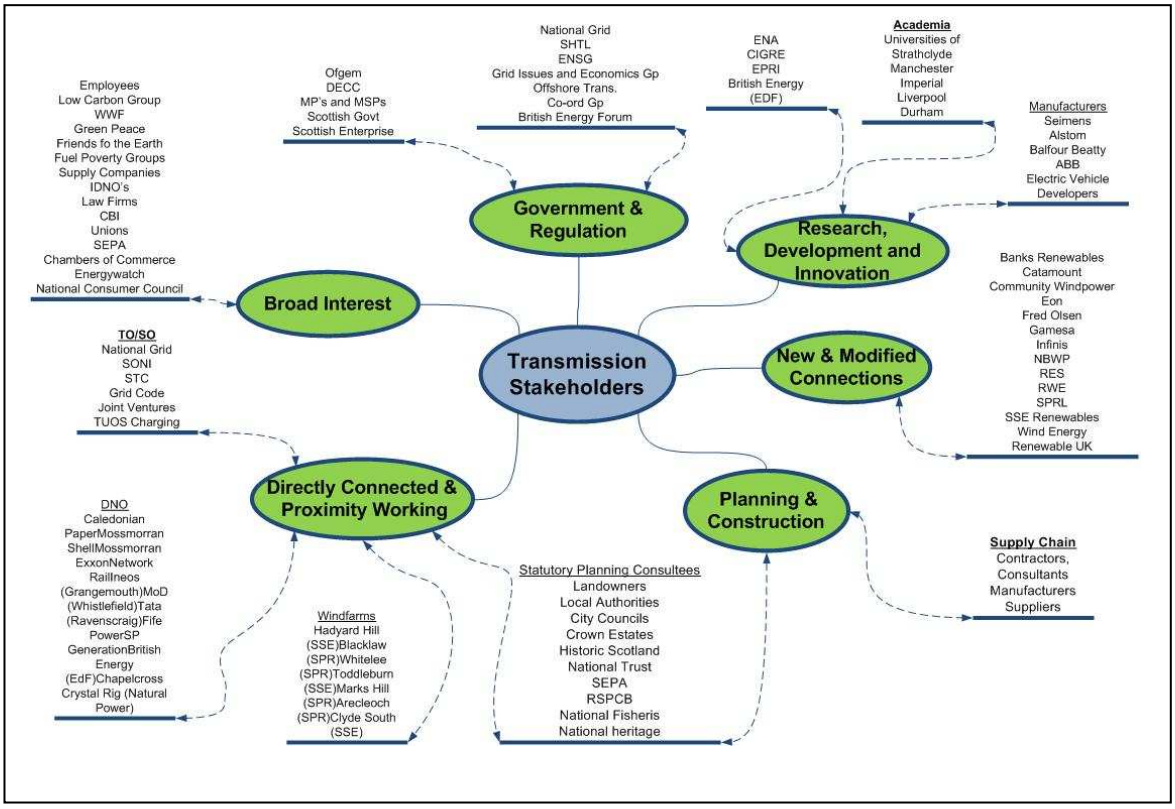


Fig 4: Level 2 Stakeholder groupings

10. SURVEY STRUCTURE

10.1 Survey Guidelines

Ofgem in the Supplementary Annex to their Strategy paper for RIIO issued in March 2011 provide useful guidelines and expectations for our Customer satisfaction survey:

- The survey should measure performance that is as reflective as possible of the services and products we provide as a Transmission Operator.
- The surveys will be different across the TO's and SO as this will reflect the different customers and stakeholders serviced.
- The survey must capture all relevant customers, contain appropriate questions, have been adequately tested to set a credible output level, be appropriately weighted across customer types and questions.
- Potential survey topics should reflect the different functions we provide i.e. new connections, operations, regulation, delivery of major construction projects
- Domestic and business end customers are too remote from our service to effectively contribute to a survey; however their representative bodies should be part of a survey.
- Parties developing new technologies should be part of the survey.
- We should test survey questionnaires with small stakeholder groups.

10.2 Shared Areas of Service

The New and Modified Connections and Directly Connected and proximity working groupings involve activities and service provision that is constrained by contractual and licence obligations involving the Transmission Operator, National Grid. To avoid duplication of surveys imposed on customers and to best reflect the tri-partite engagement it is possible a single survey for both TO and SO is conducted in these areas. Shared development and review of the survey would ensure effective outcomes are identified from survey results. SPT are committed to working with stakeholders, National Grid and Scottish Hydro Electric to determine if this is the optimum solution.

10.3 Single Areas of Service

The Planning and Construction area presents a single area of service that can be included in a survey. Regular and consistent interaction exists between SPT and statutory planning consultees and between SPT and our supply chain; similar engagement activities are conducted for all construction projects with similar stakeholder groups, albeit different stakeholder contacts.

Other areas of service provision for Broad interest, Research, Development & Innovation, Regulation & Government provide opportunity for identifying stakeholders that are unique to SPT or have a one-to-one relationship and could potentially contribute to a

customer satisfaction survey. The frequency and nature of the interaction between us would determine the corresponding interval for conducting a survey and will vary from stakeholder to stakeholder.

10.4 Stakeholder Relationships and Survey Weightings

The relationships with the different stakeholder groupings can be categorised in three ways:

1. Stakeholders we deliver an output too.
2. Stakeholders we depend upon to deliver our outputs
3. Stakeholders who influence or seek to influence our outputs

The table below highlights the relationship with each stakeholder group and baseline survey weighting. The weighting values are indicative subject to results of survey testing.

Relationship Type	1. Output	2. Depend Upon	3. Influence
Stakeholder Grouping	• New Connections and Developers • Directly Connected and Proximity working	• Research, Development and Innovation • Planning and Construction	• Broad Interest • Government and Regulation
Survey Weighting	50%	20%	30%

Our strategy of engagement will vary according to stakeholder group and relationship type as explained in our Transmission Stakeholder Strategy document. The type of question and customer satisfaction weighting will also vary across these categorisations.

For those groups we deliver outputs too, the weighting in our customer satisfaction survey should be the most significant. The expectations for our results in this area should be high and improving.

Stakeholder groups we depend upon to deliver our outputs should have less weighting in our satisfaction results as they provide a service to us which constitutes a vested interested which could skew their responses in our favour.

Those stakeholders that want to influence our activities or outputs should also be given a lesser weighting in terms of customer satisfaction results as these groups by nature will carry an agenda which can skew their responses both negatively or positively in our favour depending on their particular issue independent of our engagement with them.

Within each stakeholder group, specific stakeholders will have different preferences and requirements for our engagement with them. This will vary according to whether or not we are currently engaged in activities for them or that impact them. It will also vary according to the nature of the activity, the current level of stakeholder satisfaction, the subjective preferences of the stakeholder and the knowledge and awareness of our role. We consider it appropriate and useful to conduct two different types of survey as follows:

1) A Stakeholder survey that will provide proof that we have a mechanism to engage with our stakeholders on a 'frequent' basis and we use the information they give us to help build and drive our business/operating plans.

2) A Customer Satisfaction Questionnaire which is a way of assessing the service that is provided – and would be completed on an ongoing basis to monitor the effectiveness of our service provision that is being delivered to order to improve the service.

Stakeholder Engagement survey would be completed once per year to ensure that we hold the right people on our Stakeholder List, that Stakeholders feel they are being engaged and stakeholders can say whether they are confident that the feedback they have provided is being used or at least considered. All stakeholders would be invited to participate and we would aim to encourage as many to complete as possible. An example of a stakeholder engagement survey is provided in Appendix 1.

The Customer Satisfaction Questionnaire will provide a monitor of our service to customers with the expectation that the scores improve. This will be completed more frequently, on a quarterly or six monthly basis, to all Customers we have provided a service too or have had an engagement with within that time period. An example of potential Customer Satisfaction Survey Questions is provided in Appendix 2.

10.5 Timetable for Implementing the Surveys

SPT are committed to developing customer satisfaction and stakeholder engagement surveys for the RIIO period starting in 2013. We will work with our stakeholders directly and engage specialist consultancy support to achieve a baseline performance in 2012. We will identify sample stakeholders representing each stakeholder group and operate test surveys to develop an appropriate output level that can provide a baseline performance indicator.

APPENDIX 1: DRAFT STAKEHOLDER ENGAGEMENT SURVEY

This is an example of the type of survey that would be carried out following correspondence from SPT inviting the respondent to partake in the survey. Good practice suggests a pre-arranged time and date is mutually beneficial.

COMPLETE BEFORE CALL (From Database)
Interviewers Name..... Date of Interview .....
Start Time ..... Length of Interview
.....
Respondent Name ..... Respondent Role .....
Respondent's Telephone Number .....

Hello my name is ..... and I am calling you from 'Explain' on behalf of Scottish Power Energy Networks. As a valued Customer / Stakeholder Vicky Kelsall, Customer Services Director for SP Energy Networks wrote to you recently referring to an ongoing engagement programme they are carrying out with those that they have identified as their key Transmission Stakeholders and Customers, including yourself.
I am calling to invite you to take part in a 15-20 minute telephone interview in order to give feedback on your perceptions of SP Transmission and satisfaction with how they engage with you. Would you be willing to take part and are you able to speak just now or is there a more convenient time I can call you?
SP Energy Networks has commissioned my organisation to conduct the interviews for them. The interview will be conducted in line with the Market Research Society Code of Conduct. The information that you give will be treated confidentially and only be used to make changes within the business and incorporate into Business Plans for the longer term development of SP Transmission.
The interview will be recorded for training, quality and transcription purposes.
Would you like to take part?

If YES go to Question 1
If No, Thank respondent, apologise for taking up their time and any inconvenience caused.

Stakeholder Grouping:

Govt and Regulation; Research, Development & Innovation; New Connections and Developers; Planning and Construction; Direct Connect and Proximity Working; Broad Interest

Relationship Type:

1. Stakeholders we deliver an output too.
2. Stakeholders we depend upon to deliver our outputs
3. Stakeholders who influence or seek to influence our outputs

AWARENESS OF SP TRANSMISSION

Q1. Have you heard of SP Transmission before they contacted you in relation to this interview? Yes, No

Q2. Please explain how you have come across SP Transmission

Q3. What is your understanding of SP Transmission role?

SP Transmission own and operate on behalf of National Grid, the transmission network in South of Scotland. As the Transmission Owner they extend, maintain and repair the electrical equipment that transmits electricity from generation stations to the centres of demand.

They operate in a regulated environment where their regulator Ofgem sets targets covering an 8 year period. They operate under the licence SP Transmission Ltd.

Q4. How do/would SP Transmission activities impact your organisation?

Q5. In your professional capacity, what contact have you had with SP Transmission over the last year?

Q6. Are there any other occasions where you would need to be in contact with SP Transmission?

RELATIONSHIP

Q7. How important is it to your organisation that you have a relationship with SP Transmission on a scale of 1 to 10 where 1 is not important at all and 10 is vitally important?

Q8. Please explain your answer

Q9. How would you describe the relationship you have with SP Transmission where 1 is very weak and 10 is very strong?

Q10. Please explain your answer

Q11. How could your relationship with SP Transmission be improved or developed?

COMMUNICATION

Q12. How would you describe the communication with SP Transmission?

Reactive – we communicate when we need to

Proactive – we keep each other up to date on relevant activities

Other – Please state detail

Q13. How satisfied are you with the communication you receive from SP Transmission on a scale of 1 to 10 where 1 is very dissatisfied and 10 is extremely satisfied?

Q14. Please explain your answer

Q15. Using the scale 1 to 10 where 1 is strongly disagree and 10 is strongly agree, How would you agree with the following statements:

The Methods of contact used by SP Transmission are suitable and appropriate

Explain Answer –

The frequency of contact I receive from SP Transmission is suitable and appropriate

Explain Answer –

Q16. How could communication between SP Transmission and yourself be improved

Q17. What would you like SP Transmission to communicate with you about?

Q18. How would you like to receive this information?

AWARENESS OF ACTIVITIES

Q19. Using a scale of 1 to 10 where 1 is Not Well and 10 is Extremely Well, how would you rate SP Transmission for how well they promote what they do in achieving a low carbon society?

Q20. What SP Transmission initiatives and activities are you aware of that contribute to a low carbon economy?

FUTURE

Q21. Are you the right person for SP Transmission to keep on their records as the point of contact for your organisation?

Q22. Do you have a preference on completing this kind of research?

Questionnaire in the Post, Face to Face interview, On-Line Questionnaire, Telephone Interview

ANONYMITY

Q23. Are you happy to be listed as someone we have spoken to as part of the research?

Q24. Are you happy for comments to be attributed to your name if it was appropriate?

Q25. If SP Transmission had any clarifying questions, would you be open to a further contact?

That's all of my questions so thank you for your time. Enjoy the rest of your day

APPENDIX 2: DRAFT CUSTOMER SATISFACION SURVEY

Can you please rate the performance of SPT in the following areas:
On a scale of 1-10, where 1 is Very poor and 10 is Excellent.

1.0 Research, Development and Innovation		*Score*
1.1	The quality of information provided by SPT in regard to a research project	
1.2	The benefit of the research project to your organization	
1.3	The SPT administrative processes required to support the project	
1.4	The level of support and engagement provided by SPT during the project	
1.5	The opportunity provided by SPT to develop further projects	

2.0 New & Modified Connections		*Score*
2.1	The ease in which you were able to establish who and how to contact SPT in regard to a new connection or modification to an existing connection.	
2.2	The quality of information explaining the role of SPT in the connections process	
2.3	The contact you had with SPT Connections staff	
2.4	The extent to which the information/advice from SPT provided during the connection process met your needs?	
2.5	During this process did you feel that you could contact SPT at any time and get a helpful and timely response?	
2.6	The extent to which the offer met your expectations in terms of its engineering quality and design content	
2.7	The effectiveness of problem and issue resolution by SPT	

3.0 Planning and Construction:		*Score*
3.1	The quality of information provided by SPT explaining our plans & requirements	
3.2	The timescales required by SPT for you to return information or provide services	
3.3	The quality of information provided by SPT to allow you to return information or services.	
3.4	The ease in which you were able to contact appropriate SPT	
3.5	The effectiveness of problem and issue resolution by SPT	
3.6	The ease of SPT administrative processes to facilitate you to return information or provide services	

4.0 Directly Connected and proximity Working		*Score*
4.1	If you have had to contact SPT the ease in which you were able to establish who and how the appropriate SPT staff.	
4.2	The contact you had with SPT staff.	
4.3	The extent to which the information/advice from SPT met your needs?	
4.4	The extent to which you were kept informed of any changes to the design, cost or timing of any works by SPT that you have requested?	
4.5	Do you feel that you could contact SPT at any time and get a helpful and timely response?	
4.6	If SPT contact you with regard to an issue affecting your quality of supply, or availability of their network, the quality and timeliness of information provided.	
4.7	If SPT contact you seeking access to their equipment, the information and requests relevance and timeliness.	
4.8	SPT's understanding and responsiveness to your needs and requests.	

5.0 Broad Interest		*Score*
5.1	The quality of information provided by SPT about their activities and services.	
5.2	The awareness that SPT have of your issues and concerns	
5.3	If you have had to contact SPT the ease in which you were able to establish who and how the appropriate SPT staff.	
5.4	The contact you had with SPT staff.	
5.5	The extent to which the information/advice/response from SPT met your needs?	
5.6	Where your needs could not be accommodated the explanation provided and the transparency and professionalism of the response	
5.7	Do you feel that you could contact SPT at any time and get a helpful and timely response?	
5.8	Your satisfaction with SPT in responding to your requests	

APPENDIX 3: PRE-CONSULTATION FEEDBACK

Preconsultation Questions	Response 1	Response 2	Response 3	Response 4	Response 5	Response 6
1. Below is a list of stakeholders we feel we should engage with as part of the Transmission Price Control review. Please tick any organisations or individuals you think we should contact.	We agree that the list of interested stakeholders above is reasonable, however given the range of expertise, the important issue will be to make communication effective for each group. The mechanisms below are all suitable, but will vary according to user	Consumer groups, Debt markets, Domestic consumers, Domestic customers, Employees, Environmental bodies and groups, Environment Agency, Environmental groups, Financial markets, Industry consultants, Interconnector owners, Existing electricity generators, Future electricity generators, Pension fund trustees, Supply chain partners, Offshore electricity transmission owners, Health and Safety Executive, Electricity distribution network operators, Highways authorities, Construction partners, Directly connected consumers,	Consumer groups, Suppliers, Debt markets, DECC, Domestic consumers, Domestic customers, Government departments, Economic opinion bodies, Employees, Environmental bodies and groups, Environment Agency, Energy Ombudsman, Electricity Transmission Licensees, Environmental groups, Financial markets, Industry consultants, Equity markets, MPs MSPs MEPs Welsh Assembly, Industry groups, European Union, Local government, Interconnector owners, Existing electricity generators, Non-government organisations, Lobby groups, Future electricity generators, Ofgem, Media, General public, Supply chain partners, Independent transporters, Professional bodies, Westminster, Offshore electricity transmission owners, Health and Safety Executive, City analysts, Electricity distribution network operators, Highways authorities, Construction partners, Shippers, Directly connected consumers, The widest audience possible should be involved. Not sure of the relevance of pension fund trustees.	Investment advisor	Consumer groups, Suppliers, Debt markets, DECC, Trade Unions, Domestic consumers, Domestic customers, Government departments, Employees, Environmental bodies and groups, Environment Agency, Electricity Transmission Licensees, Environmental groups, Financial markets, Equity markets, Industry groups, Local government, Existing electricity generators, Non-government organisations, Lobby groups, Future electricity generators, Ofgem, Pension fund trustees, Supply chain partners, Health and Safety Executive, City analysts, Electricity distribution network operators, Construction partners, Directly connected consumers,	Consumer groups, Government departments, Environment Agency,

2. How do you feel we should best engage with our stakeholders? Pick two from following options	Online survey, Information on our website, Individual meetings, Group workshops/seminars, Printed materials	Online survey, Information on our website, Group workshops/seminars	Online survey, Information on our website	Information on our website, Individual meetings	Individual meetings, Group workshops/seminars, Printed materials	Group workshops/seminars
3. We propose the following themes that could form the basis of our stakeholder consultation. Do you agree these are the themes we should be consulting on?	Safe Network Services, Connection Conditions, Environmental, Network Reliability, Customer Service, Social Obligations, All are reasonable in terms of outputs	Safe Network Services, Connection Conditions, Environmental, Network Reliability, Customer Service, Social Obligations,	Safe Network Services, Connection Conditions, Environmental, Network Reliability, Customer Service, Social Obligations, All worthy of inclusion.	Safe Network Services, Connection Conditions, Environmental, Network Reliability, Social Obligations,	Safe Network Services, Connection Conditions, Environmental, Network Reliability, Customer Service, Social Obligations, Given the scale of investment needed over the price control period a theme on raising finance is a possibility as is engaging with the supply chain to ensure capacity, skill sets, encouragement of innovative solutions and value for money.	Safe Network Services,
4. If not please indicate which and why?	SPTL must state clearly how it intends to demonstrate effective and economic delivery in these areas and to demonstrate how any additional rewards/incentives are justified	In terms of network reliability, questions should never be asked in isolation to cost and vice versa. In other words there is a trade off between cost and reliability and "customers" should be asked to give an opinion on changes in reliability linked to changes in cost i.e. not asked about each in isolation.	Under environmental issues I think you should be looking to minimise any negative impact on the environment through your business operations. I don't think the text against this theme that you have provided really deals with environmental issues. I also think under connections you should be considering disconnections as well to ensure that stakeholder feedback is accounted for.	How this facilitates green energy build out	On environment the role that SPTL should play in meeting wider renewable energy targets and security of supply and how this can be measured/incentivised effectively and fairly.	xx

5. Are there particular questions you feel we should be asking relating to these themes?	In all cases, SPTL should include information on the cost of proposals and the benefit so that consumers are able to judge whether they wish to pay. Affordability is important to consumers and answers to questions will vary according to how they are couched. Careful consideration must be given to end user engagement to ensure high quality engagement	Not at this stage	No	Environmental targets	Have answered this in my answer to question 3.	xxx
6. Are there any other areas you feel we should be considering?	The consultation needs to recognise economy and efficiency as well as outputs. Clearly investment is needed to meet the Government targets, however, it is still important that such investment be delivered as economically and efficiently as possible	It would be useful to give some illustrative changes in reliability as a result of spending more or less.	I have chosen what i think are the best methods of contacting stakeholders, I do think that you should use all of the methods listed as each group will have different needs with regards to communicating your proposals. I also think that clear explanations of what is being consulted on would be useful as bodies and individuals not involved in energy may still be able to make an important contribution.	None	None.	xx

APPENDIX4 : STAGE 1 ONLINE STAKEHOLDER FEEDBACK

Output Theme	Question	Response 1	Response 2	Response 3	Response 4
Investment plans	**1. Do You believe we are concentrating our investment in the right areas?**	Yes	No	Yes	
	2. Do you believe that the investment plans we are suggesting are sufficient to ensure we can more towards a low carbon network?	Yes	Yes	Yes	
	3. Do you believe that our proposals pay sufficient attention to safety and the environment within our plans?	Yes	No	Yes	
	Proposed Investment Plans Comments	Coming from a Transmission background the investment plans seem to be well aligned to achieving a low carbon network and provide the correct balance on safety and the environment	Health & Safety although paramount is I believe way over the top to the detriment of the company, far too many making decisions outwith their capacity to judge!		
Reliability	**7. Although our transmission system delivers a reliability of supply of 99.999927%, do you think this is acceptable?**	No	Yes	Yes	
	Should we consider further investment to improve this figure?	Yes	No	No	

	Reliability Comments	The reliability figure was based on a particularly good year for transmission with very few faults on the system.this was more by luck than design.The underground assets particularly gas compression cables are getting to the end of their life due to corrosion. Several of the larger older transmission sites are beyond their useful life with ageing switchgear and decaying infrastructure which could result in a major catastrophic failure affecting vast numbers of customers Windyhill s/s being a prime example.The extended maintenance times taken due to fault repairs can be anything up to 4 weeks for an ABCB increasing system risk,reducing export capability and excessive costs including having the further maintenance of air systems to operate them.This ties up resources particularly engineering resource which could be better employed replacing ageing assets.A new GCB can be maintained in a day with minimal maintenance costs with greater reliability and less system risk.Hope this isn,t taken as a rant these are observations based on site visits years of experience and recognising the need to be proactive in addressing these types of issues before we end up in an untenable position trying to repair plant items were lead times for spares are in months rather than days.		Investment required would not be proportional to any producing any significant improvement in reliability due to the extremely high current levels of reliability.	
Connection conditions	**9. Do you believe that incentives should apply to the connections process?**	Yes	Yes	Yes	Tentative
	10. Should they apply across the full process (from application to completion)	Yes	No	No	
	11. Or should they apply only once planning consents are in place?	Yes	Yes	Yes	

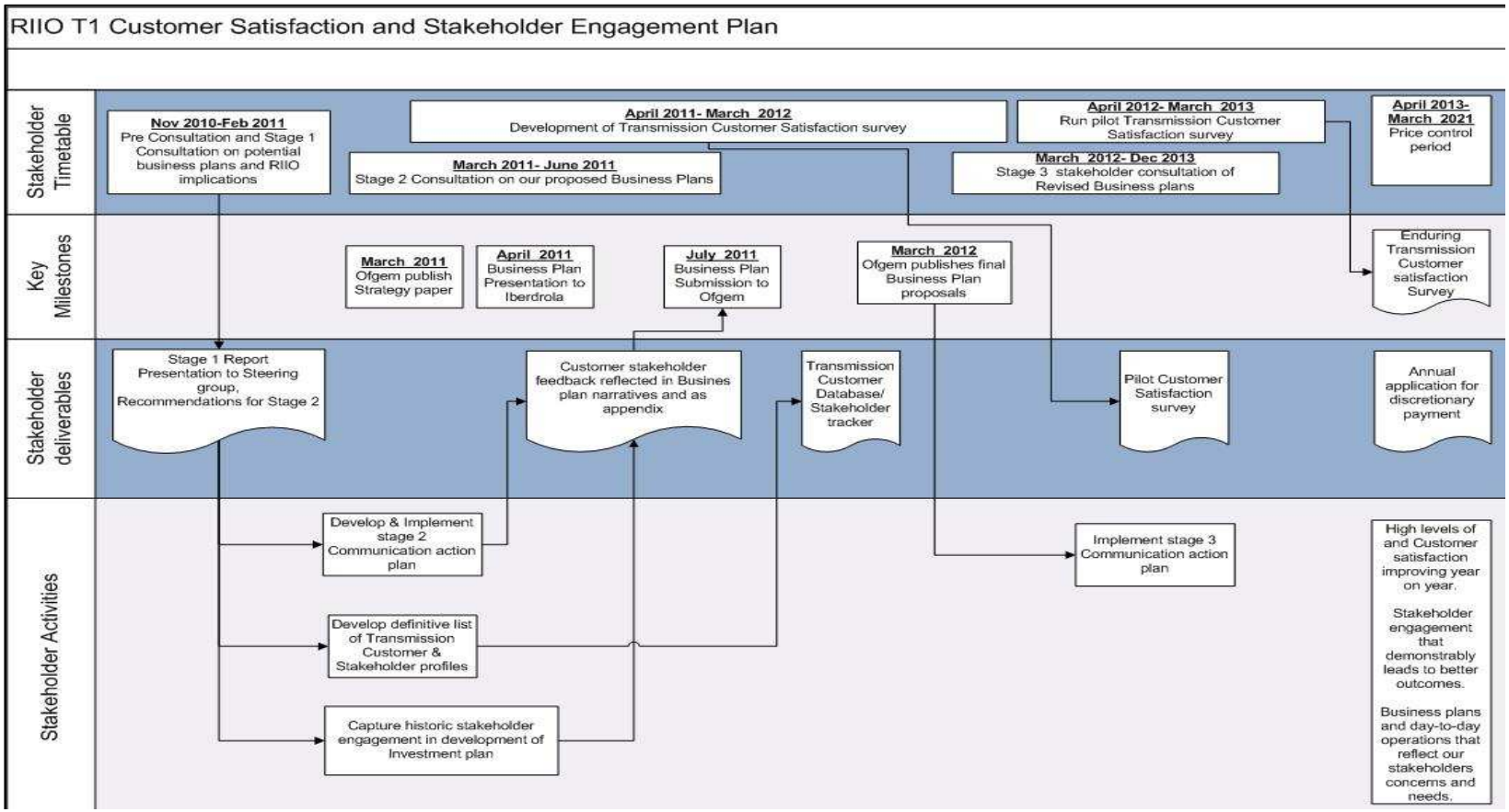
	Connection Condition Comments	I think incentives should be part of the Connections process once consents are in place.The issue is a part of the connections business at present but is based on penalty for failure of delivery rather than incentive to deliver on time.		If consent is out with your control there would be little benefit in incentivising an area where you would not be able to improve your performance.	Timely connection important but uncertain if incentivising appropriate as each connection is different and may result in windfall payments outwith the networks companies control.
Env -Visual Amenity	**12. Would you accept increase in transmission costs to provide for additional undergrounding where a justifiable case can be made?**	No	Yes	Yes	
	13. Would there be benefit from developing a code of practice to provide guidance to TO's on when such a case could be developed?	No	Yes	Yes	
	Environment Visual Amenity Comments	The initial cost is prohibitive for undergrounding ehv cables and future costs of maintaining underground assets are prohibitive. Considering the amount of other masts wind farms etc which have an affect on the horizon if visual impact assessments are carried out and the towers placed in the most visually unobtrusive place as a shareholder I don't think we could justify the extra cost.		Visual amenity is a matter for the plannig process, however, there should be guidelines on when undergrounding should be considered.	
ENV- Losses	**14. Should TO's be incentivised to minimise transmission losses?**	Yes	Yes	Yes	Yes
	Env losses comments	This may have an inital cost but the incentives could be far greater in maximising the output of our assets.		Transmission should fair across the country, this would encourage the development of energy in remoter areas as the transmission charges would not be excessive. By incentivising to minimise transmission losses, more renewable projects would be feasible.	

Outputs	**15. Do you think Ofgems proposed output measures are adequate to ensure adequate investment in the network?**	Yes	Yes	Yes	Yes

APPENDIX 5: GLASGOW STAKEHOLDER SEMINAR FEEDBACK

Outputs and Incentives	Stakeholder Feedback
Safety	Tendency to agree with Ofgem to not place additional incentives (other than core HSE primary issue) in this area.
Reliability & Availability	Some reservations expressed about the interaction between LR and AR schemes. Particularly around dependency on a LR scheme to drive its progress. Ie concern that a new generation connection could be restricted by dependency meeting ENS targets and on asset reinforcement activity over-running. Can an availability level be guaranteed to generators? Can compensation be built in? Comment that investment limited to where infrastructure exists already. Can the possibility of speculative developments in areas with no immediate connection possibility be encouraged?
Condition for Connection	Agreement that incentivisation for connection incentivising connection dates/durations that may encourage TO to offer more conservative completion. Also may encourage 'quick and non-optimal' design solutions. Developers would like to have increased availability of TO and SO for Tri-partite engagement throughout the connection process. Currently only one NGET meeting is offered. There is a need to facilitate speculative proposals by smaller developers who have cannot fund multiple applications like large players for which this process was intended. Better explanation of the connections process would be invaluable. Particularly highlighting where costs are incurred.
Environment	Seen as less important in long term due to de-carbonised scenario by 2030. Also Risk of perverse incentive against non-renewable technologies.
Customer Satisfaction	Awareness that the complex structure of the industry TO/SO/DNO can make it difficult to effectively capture customer satisfaction measures and link them directly to specific outputs.

APPENDIX 6: HIGH LEVEL VIEW STAKEHOLDER ENGAGEMENT PLAN



APPENDIX 7: ATTENDEES AT STAKEHOLDER EVENTS

MP dinner in London

Mr Jim Sheridan MP (Lab, Paisley and Renfrewshire North)
Mr Michael Connarty MP (Lab, Falkirk West)
Mr William Bain MP (Lab, Glasgow North East)
Mr Mike Crockart MP (LibDem, Edinburgh West)
Ms Ann McKechin MP (Lab, Glasgow North) Shadow Secretary of State for Scotland
Mr Gregg McClymont MP (Lab, Cumbernauld, Kilsyth and Kirkintilloch East)
Rt Hon Anne McGuire MP (Lab, Stirling)
Ms Fiona O'Donnell MP (Lab, East Lothian)

MSP – Edinburgh

Ms Ann McKechin MP (Lab, Glasgow North) Shadow Secretary of State for Scotland
Mr Gregg McClymont MP (Lab, Cumbernauld, Kilsyth and Kirkintilloch East)
Rt Hon Anne McGuire MP (Lab, Stirling)
Mr Jim Sheridan MP (Lab, Paisley and Renfrewshire North)
Mr Michael Connarty MP (Lab, Falkirk West)
Mr Willie Bain MP (Lab, Glasgow North East)
Mr Mike Crockart MP (LibDem, Edinburgh West

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1.	Joanne Mcdowall	Shepperd and Wedderburn
2.	Julian Leslie	Nat Grid
3.	Maureen Mulvey	Glasgow Housing
4.	Dave Mobbs	Liverpool Mutual
5.	Fiona McKinnon	SP Renewables
6.	Tim Johnston	Amion
7.	Joanne Hamilton	Biggart Baillie
8.	David Cameron	EDF
9.	Landel Johnston	SSE
10.	David Walker	IBE Renewables
11.	Iain Stewart	IBM
12.	Colin Lamb	Networks Rail
13.	John Madden	HSE
14.	Alistair McVicar	SP
15.	Toby Wilson	RSPB

SP employees – Alan Kelly/Alan Michie/Graeme Vincent/Scott Mathieson/Stephen Murray/Angela Thomson

APPENDIX 8: STAKEHOLDER ENGAGEMENT THROUGH FORUMS AND REPRESENTATION

Organising body	Meeting/forum	Description/Purpose	Frequency (per annum)	SPEN representatives	Comments
Scottish Government	First Minister's Energy Advisory Board	Senior industry group advising First Minister on broad energy issues.	2	Frank Mitchell	Covers general ESI issues, i.e. not just networks
	Energy Technology Partnership	Sub-group of Energy Advisory Board. Coordination of Scottish technology R&D	2	Frank Mitchell, Jim Sutherland	
	Scottish Grid Issues Group	Advising Scottish Government on transmission issues, e.g. upgrades, charging	4	Alan Michie	SP represented by Energy Networks and Wholesale
	Scottish Government / SPEN update	Updating Scottish Government on current networks issues	Ad hoc	Scott Mathieson, Jim Sutherland, Alan Michie, Colin Bayfield	
	Scottish Resilience	Emergency Preparedness/Utility Interjects	1	Grant McBeath	Scottish Hawk Exercise
	Roads Authorities & Utilities Committee (Scotland)	Coordination and overview of streetworks	4	Kevin Horne	
UK Government	DECC/Ofgem Electricity Networks Strategy Group	Industry group developing network strategy, e.g. Transmission upgrades, Smart grids	2	Jim Sutherland, Alan Michie	
	Cabinet Office - Critical National infrastructure Group			Carl Woodman	
	E3C	Formulate policy around Ofgem licence agreements	6	Gordon Irving	

	Centre for the Protection of National Infrastructure - SCADA and control systems information exchange	UK Government body responsible for Cyber Security of SCADA systems which form part of UK Critical National Infrastructure	4	Bill Fulton, Paul Sands	
	North West Utilities Group	Utility interface with North West Regional Resilience Forum	4	George Range / Linda Lewis	SPEN representatives
	Local resilience Forum sub-groups and Emergency Coord Groups (various)	Liaise with multi-agency partners / Discuss local resilience arrangements / exercises etc.	Ad hoc	Linda Lewis	
	North West Hauc	To serve the needs of organisations planning and co-ordinating works in the highway; interpret and facilitate over the legislation. Each forum is attended by the local Highways and Utilities.	4	Hilary Ryan (Ian Clarke - sub)	Meeting takes place in Blackburn
	North Wales Hauc		4	Hilary Ryan (Ian Clarke - sub)	Meeting takes place in Llandudno Junction
	Welsh Hauc		4	Hilary Ryan (Ian Clarke - sub)	Meeting takes place in Buillth Wells
	Highway Co-Ordination Meetings	Requirement of NRSWA to share forward planning information on future works. This enables all parties to co-ordinate works and minimise disruption.	4	England Highways - John White/Matt Hellen Wales Highways - Peter Griffiths/Nicholas Frost	We attend 18 Highways x 4 per annum. NB. A representative from Liverpool Zone will be attending weekly co-ordination meetings with Liverpool Enterprise.
	Highway Section 74 Negotiations	To personally negotiate the potential over run charges down to the minimum possible exposure.	Ad hoc	Hilary Ryan/Stacey Crosbie	Currently 16/21 Highways serve charges.
Welsh Assembly Government	Wales Utilities Group	Utility interface with Wales Resilience Forum	4	George Range / Linda Lewis	SPEN representatives
	Local Resilience Forum sub-groups and Emergency Coord Groups (various)	Liaise with multi-agency partners / Discuss local resilience arrangements / exercises etc.	Ad hoc	Linda Lewis	
	Wales Resilience Partnership Team	Discuss strategic issues for wales	04-Jun	George Range / Linda Lewis	

SP Corporate	Environmental Forum	Obtain input from external experts on SP environmental issues	2	Frank Mitchell	
SP Energy Networks (for external audience)	EHV Customer Charging Workshops	Consultation with EHV customers	4	Jim McOmish	
	Supplier Use of System Charges Forum	Consultation with suppliers	4	Allan Hendry, Jim McOmish	
Ofgem	Ofgem Quality of Supply Working Group			Carl Woodman	
	Environmental working group	Implementation of environmental incentives	6	Andrew Stanger	
	EHV Common Methodology Group (CMG)			Graeme Vincent, Claire Campbell	Weekly conf call. Several subgroups running
	Distribution Charging Methodologies Forum		6	Jim McOmish	
	Transmission roll-over and main TPCR workshops		6	Allan Hendry, Andrew Stanger, Stuart Reid, Mark Cassidy	
	RRP workshops		6	Andrew Stanger, Mark Cassidy	
Industry (shared responsibility)	Grid Code Review Panel	Industry governance of grid code	4	Graeme Vincent	

	Distribution Code Review Panel	Industry governance of distribution code	6	Alan Kelly	
	STC	Industry governance of SO/TO code	12	Alan Michie, Deborah McPherson	
	Charging User Group (CHUG)		4	Deborah McPherson	
	EHV Common Methodology Group (CMG)			Graeme Vincent, Claire Campbell	Weekly conf call. Several subgroups running
	MRA Development Board		12	Paul McGimpsey	
	NGT/SSE Liaison	SO-TO liaison meeting	1	Grant McBeath/Milorad Dobrijevic	
	DNO Liaison	Operational meetings with NGT/SSE/SONI/other DNO's	4	Grant McBeath/Milorad Dobrijevic	
	Pandemic Steering Group	Discuss formulate policy around pandemic planning at the UK level interfaced to Ofgem and UK Government	2	None (Open to EN rep if desired)	
	National Grid Interface Meetings	Discuss network access issues	12	Vanessa Goodfellow/ Audie Murphy/Ian Tonks	SPM representative
	NEWSAC group	DNO mutual support group		Alyn Jones	
ENA	Main board	Governance and direction of ENA	2	Jim Sutherland. Guy Jefferson	
	Audit Committee	ENA internal controls and management of auditors		Nicola Connelly	

	Electricity Networks Futures Group	ENA technology & engineering issues (covers former Engineering Committee)	4	Jim Sutherland, Jeff Hunt	
	Regulation Committee			Scott Mathieson	
	Regulation projects (e.g. TPCR, RPI-X @20)				
	Commercial Operations Group		12	Jim McOmish, Paul McGimpsey	
	IDNO technical interface meeting		4	Jim McOmish	
	SHE Committee	Director level - drives ENA strategic H&S plan	4	Andy Bird	
	EMF Strategy Committee	Influence public opinion		Bill Bennett	
	National HESAC	Supports HSE's strategic plan		Doug Wilson/Andty Bird	
	Training & Competency Committee	Reviews developments across the UK	4	Bill Cuthbert	
	SHE Managers Group	Managerial level for H&S professionals	4	Phil Currie	
	Environment Committee				
	Environment Managers Group				
	ENA-EA fluid filled cables group				
	Public Safety Committee	Co-ordinates our obligations under ESQC regs	4	Shelley Wheatley (Corp) on behalf of	

				Networks	
	Angling & OHL working group	Co-ordinates our obligations under ESQC regs	4	Shelley Wheatley (Corp) on behalf of Networks	
	Occupational Health Committee		4	Kenney Halbert (Corp)	
	Live Line Working Committee			David Kilday	
	ENA Climate Change Adaptation Reporting Working Group	Industry liaison on response to Central Government climate change initiatives		Carl Woodman	
	Power Quality & EMC group			Jim Livie	
	Sensitive Earth Fault Reclosing Working Group		Ad hoc	Alyn Jones	Working group as a result of SHE letter April 13th.
	Black Start Restoration Working Group	National DNO group considering restoration strategies, trans studies	4	Grant McBeath (Scotland) George Range (SPM)	First phase report back September 15th
	Emergency Planning Managers Forum	National DNO / NGC group considering emergency planning and network issues	4	George Range	
	Streetworks Working Group	To discuss and resolve issues pertaining to streetworks legislation. Forum also used to share ideas, issues and methods for resolving generic matters.	4	Ian Clarke Hilary Ryan (sub)	Meeting held in ENA offices, London

	ENA Protection Assessment Panel		4	John Stokoe-chair , Mark Chamberlain member	Supported by Mike Murphy, Howard Postelthwaite, Ip Wing Chu, Craig McTaggart
	ENA Switchgear Assessment Panel		4	Kevin Butter	
	Telecommunications Strategy and sub-groups		2	Brian Falconer, Howard Downey, Richard Rutheford , Richard Robinson , Tom Gilpin	
European organisations	ENTSO-E Assembly	European transmission system operators association	6	Alan Michie	
	Eurelectric Networks Committee		4	Alan Michie	
	EurelectricTransmission Experts Network Meeting		4	Alan Michie	
	AREVA user group	Annual forum were supplier and customr meeet to discuss and agree AREVA system roadmap and change requirements.	1	Milorad Dobrijevic	SPEN representative
	European ESI working group Smart Life	European electricity industry partnership on best practice on Asset Management	Ad hoc	Andy Dixon	SPEN representative / Iberdrola Lead
	European Utilities Telecom Council		2	Brian Falconer	
EA Technology	Plant Engineers Forum			Depends on content - Geoff Wood, Alan McGregor, David Walker	
	PD Group			Alan McGregor	

	Cable Engineers Forum			Clark Sherry	
	Strategic Technology programme			Paul Cunningham, David Walker	
	Overhead line forum			Andy Brown	
	Protection Engineers Forum		2	Mike Murphy, Nick Gill, Ian Watt, Willie Leggat	
Institute of Asset Management	SALVO project	Development of new asset management systems/tools		Andy Dixon	
University of Strathclyde	SP Advanced Research Centre (SPARC)	Review of development work carried out by UoS researchers in conjunction with SPEN sponsors	2	Diyar Kadar	
	Power Networks Demonstrator board	Direction of the acitivities of the PNDC facility to be established by UoS at Cumbernauld	2	Diyar Kadar	
Other	EASL board	EASL has responsibility for the liabilities of the former Electricity Association, e.g. Pensions	2	Jim Sutherland	
	Northmere board	Northmere was established to fund industry research on matters relating to Electromagnetic Fields (EMFs)	2	Jim Sutherland	
	Capenhurst Energy Innovation Centre (CEIC) Advisory board	CEIC is a venture by EATL, SP, SSE, CE and ENW to assist innovation by small businesses	2	Guy Jefferson, Jim Sutherland	
	CEIC Technical review panel	Assess proposals from potential technology providers who require support to develop a product	3	Diyar Kadar, Jamie McWilliam	

	British Continuity Institute - Scottish Meeting	Discuss BCI events support and initiatives	4	Open to EN rep if desired	
	British Standards Inst. - BS25999 Committee Meeting	Development / continual improvement of international standard for BC	4	None (however, Richard McGlave is a co-opted expert on the committee)	
	British Standards Inst. - Symology User Group	To discuss changes to the software and system to meet demands of the changing streetworks legislation	2	Hilary Ryan/Stacey Crosbie	Meeting is held in Derby.
	National Skills Academy (Power)	Developing skills across the UK to meet the needs of the UK power sector	4	Guy Jefferson	
	North Wales STEM forum		4	Guy Jefferson	