

Plan Level	Driver / Process	Related Objective	Subject	Action	SPT	SPM	SPD
1 Strategic Plan	Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	Carbon Reduction	Commit to setting a Science Based Target	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.2 Reduce electricity losses from network by 163GWh by end 2023	Energy Reduction	Covered by Distribution Losses Strategy		1	1
1 Strategic Plan	Carbon and Energy Reduction	1.3 Reduce fleet vehicle fuel use and business travel carbon footprint by 15% by 2023	Carbon Reduction	Carry out collaborative communications to influence driver behaviour for more efficient driving as measured by TrakM8 system	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.3 Reduce fleet vehicle fuel use and business travel carbon footprint by 15% by 2023	Carbon Reduction	Consider the introduction of incentives for efficient driving, such as district league tables and/or driver of the month rewards	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.3 Reduce fleet vehicle fuel use and business travel carbon footprint by 15% by 2023	Carbon Reduction	Increase business travel awareness with the aim of increasing EV pool car and train use and decreasing use of employees own cars for travel between offices/sites	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.3 Reduce fleet vehicle fuel use and business travel carbon footprint by 15% by 2023	Electric Vehicles	Develop SPEN internal EV deployment plan	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.3 Reduce fleet vehicle fuel use and business travel carbon footprint by 15% by 2023	Electric Vehicles	Develop staff charging policy / agreement	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.4 Reduce depot and substation energy use by 25% by 2023	Energy Reduction	Agree energy efficiency standards for new buildings and refurbishments	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.4 Reduce depot and substation energy use by 25% by 2023	Energy Reduction - Depots	Review ESOS audit findings and agree action plan via refurbishment programme specifications	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.5 Minimise the increase in volumes of SF6 gas on our network by reducing the volume and leakage rate in new switchgear	SF6	Develop and formally agree an SF6 strategy	1	1	1
1 Strategic Plan	Carbon and Energy Reduction	1.6 Undertake collaborative activities to encourage the technical and commercial parity of alternatives to SF6	SF6	Agree collaborative approach with other TO/DNOs and suppliers to drive an alternative to SF6	1	1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Circular Economy	Identify a pilot project / collaborative activity and partner organisation(s) to incorporate circular economy principles into SPEN business processes	1	1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Circular Economy	Work with Zero Waste Scotland to identify actions to support SME suppliers and contractors to reduce their waste	1	1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Partnership	Investigate with SEPA the potential for entering into a Sustainable Growth Agreement	1	1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Sustainable Procurement	Ensure that framework contracts renewed in the year contain the relevant environmental specifications where applicable		1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Sustainable Procurement	Influence 11kV switchgear framework renewal		1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Sustainable Procurement	Collaborate with relevant stakeholders to understand potential benefits for SPEN in aligning with ISO 20400 / PAS7000 Standards relating to supply chain	1	1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Sustainable Procurement	Work with other stakeholders to identify sustainable procurement opportunities (eg TOs, DNOs, SEPA)	1	1	1
1 Strategic Plan	Sustainable Business Model	10.1 Integration of environmental, social and economic issues in business decision making	Sustainable Procurement	Update the contract governance process to include environmental considerations where appropriate in contract specifications, processes and documentation	1	1	1
1 Strategic Plan	Climate Change Resilience	2.1 Increase resilience of network to extreme weather events	Climate adaptation	Participate in new multi-year intra-industry project to analyse 2018 Climate Projections (including flooding, storms and heat increases), in order to understand network impact	1	1	1
1 Strategic Plan	Climate Change Resilience	2.1 Increase resilience of network to extreme weather events	Climate adaptation	Develop data sharing agreement with SEPA, including flood related data	1	1	1
1 Strategic Plan	Land and Biodiversity Improvement	3.1 Assess visual amenity and ecological impact when managing and maintaining our network in sensitive environments.	Data	Review relevant land & environment data held in GIS and define opportunities to enhance data and awareness	1	1	1
1 Strategic Plan	Land and Biodiversity Improvement	3.2 Implement a process to assess biodiversity and make relevant business decisions to promote net biodiversity gain.	Biodiversity	Explore key stakeholder's biodiversity strategies (eg SNH) to understand SPEN's role, with a view to developing SPEN Biodiversity Strategy	1	1	1
1 Strategic Plan	Land and Biodiversity Improvement	3.2 Implement a process to assess biodiversity and make relevant business decisions to promote net biodiversity gain.	Pollinators	Understand which existing SPEN processes can influence pollinators and agree strategy to benefit these species	1	1	1
1 Strategic Plan	Land and Biodiversity Improvement	3.4 Incorporate Natural Capital Assessment in our processes where beneficial	Natural Capital Assessment	Conduct a natural capital valuation on one live project	1	1	1
1 Strategic Plan	Land and Biodiversity Improvement	3.5 Understand risks associated with land contamination	Land Contamination	Develop risk register for historic contamination at depots and grid substations	1	1	1

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1 Strategic Plan	Land and Biodiversity Improvement	3.5 Understand risks associated with land contamination	Land Contamination	Develop clean up strategy (linked to T2) for contamination at depots and grid substations	1		
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Soils and stones - work with MIROG secondary aggregates working group to remove barriers to the use of secondary aggregates	1	1	1
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Understand the fate of excavated materials - infill, recycled or landfilled and develop action plan to optimise	1	1	1
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Understand blockers to using mini-mole in business as usual and influence to progress		1	1
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Investigate the use of service contracts or alternative solutions for temporary roads	1		
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Resin buckets - work with supply chain to reduce plastic packaging requiring disposal		1	1
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Include a requirement for suppliers to indicate what packing will be used in each contract, the steps they are taking to reduce packaging and increase its reusability and recyclability	1	1	1
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Plastics - fully support Keep Scotland Beautiful's Clyde 'Upstream Battle' project to understand plastic litter at key substation sites and raise awareness internally	1		1
1 Strategic Plan	Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	Waste	Collate data on full scope of waste quantities and costs, including contractors and projects	1	1	1
1 Strategic Plan	Sustainable Resource Use	4.2 Introduce Life Cycle Analysis to SPEN processes	Circular Economy	Agree collaboration project with TOs to share Life Cycle Assessment best practice	1		
1 Strategic Plan	Sustainable Resource Use	4.3 Establish baseline raw material usage levels	Circular Economy	Quantify raw material usage levels for aggregates and packaging	1	1	1
1 Strategic Plan	Sustainable Resource Use	4.4 Identify top five resource consumption priorities and set quantified targets by 2020	Circular Economy	Develop hierarchy of wastes to inform prioritisation	1	1	1
1 Strategic Plan	Land and Biodiversity Improvement	5.2 Reduce oil leakage rate	Oil leakage	Develop plan for addressing cable fluid loss through the use of new technologies, with the overall goal in managing environmental impact		1	1
1 Strategic Plan	Water Efficiency and Protection	5.3 Reduce water consumption by 10% by 2023	Water - Consumption	Quantify SPEN water consumption	1	1	1
1 Strategic Plan	Water Efficiency and Protection	5.4 Improve the quality of water discharges	Water - Pollution	Include requirement for pollution prevention plans in all 2019 major projects tenders	1		
1 Strategic Plan	Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	Circular Economy	Work with other TO colleagues to agree actions to improve supply chain carbon reporting and to identify reduction opportunities and targets	1		
1 Strategic Plan	Sustainable Society	6.2 Reduce the timescales and costs for low carbon connections	Facilitating LCT uptake	Delivered via Incentive on Connections Engagement, Transmission Connections strategies and approaches, Innovation Strategy and Green Economy Fund	1	1	1
1 Strategic Plan	Sustainable Society	6.3 Understand SPEN mapping to the Sustainable Development Goals and address gaps as required	Sustainable Business Strategy	Analyse mapping of existing activities against SDGs and identify actions to close gaps	1	1	1
1 Strategic Plan	Sustainable Society	6.4 Work proactively to ensure that our network can accommodate decarbonisation of transport and heat	Decarbonisation of Transport and Heat	Covered by activities carried out by the following teams: Distribution Network, Transmission Network, Future Networks, T2, SPD, SPM and SPT	1	1	1
1 Strategic Plan	Sustainable Society	6.5 Broaden Sustainable Society Driver as appropriate	Sustainable Business Strategy	Map the social aspects of SPEN activity by SDG, including SP corporate eg HR	1	1	1
1 Strategic Plan	IMS and Business Processes	8.1 Fully comply with all Environmental legal obligations	Ecological Impact	Create an ecologist / consultant advice call off contract for when SPEN staff need specialist assistance/advice, eg where no contractor involved	1	1	1
1 Strategic Plan	IMS and Business Processes	8.3 Continuous improvement of the EMS	Data	Develop a sustainability data strategy, to include: - implementation of reporting database - agreement of data owners and providers - maximisation of environmental data associated with assets in SAP - full governance processes, including external verification - required preparations and changes for RIIO2 - identification of data resourcing requirements	1	1	1
1 Strategic Plan	IMS and Business Processes	8.3 Continuous improvement of the EMS	Environmental Management System	Incorporate Hunterston Converter Station into the EMS	1		
1 Strategic Plan	Pilot Projects	Multiple objectives	Depot Project	Understand depot sustainability opportunities and deliver pilot actions, considering: - Waste - Energy - Training - Biodiversity		1	1
1 Strategic Plan	Pilot Projects	Multiple objectives	Life Cycle Assessment Pilot Project	Progress the Life Cycle Assessment Pilot Project by working in collaboration with external organisations to identify opportunities for SPEN to implement LCA in business processes, agreeing specific actions.	1	1	1

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1 Strategic Plan	Pilot Projects	Multiple objectives	Natural Capital Pilot Project	Continuation of the Natural Capital Pilot Project, developing a decision support tool to allow better consideration of ecological impacts/benefits and mitigation options when developing projects/scoping works.	1	1	1
1 Strategic Plan	Pilot Projects	Multiple objectives	Sustainable Substation Project	Incorporation of sustainability considerations in relevant specifications and processes for the Crewe Grid Substation refurbishment project, with the aim of identifying principles for sustainable substations for future application		1	
1 Strategic Plan	Pilot Projects	Multiple objectives	Sustainable Substation Project	Consider environmentally neutral options for the refurbishment of Corra Linn substation (a generation-demand neutral substation within New Lanark World Heritage Site), with the aim of identifying principles for sustainable distribution substations for future application			1
54					45	46	47