

# **SPEN Environmental Sustainability Plan 2021**

Approved

**IMS Executive Management Review**

*25th January 2021*

**Business Transformation milestones added February 2021**

*Approved via email 23rd February 2021*

Driver / Process	Primary Objective	Action/ RIIO2 Commitment	Sub-Action	Due Date
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations	<b>Overall action - Implement environmental/ ecology call off framework for delivery of works carried out by SPEN staff.</b>	Create specification for environmental/ ecology call off framework for delivery of works carried out by SPEN staff.	Mar-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Identify and source appropriate consultants for 'environmental/ ecology call off' framework delivery, tender and implement framework.	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Refine processes to address gaps via procedure or amending existing. Provide communications/training to users.	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Implement and amend operational practices to include the requirements of the refined procedure(s)	Sep-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations	<b>Overall action - Implement district general manager briefing on environmental responsibilities. Include site specific information i.e. pollution prevention plan.</b>	Produce template for District General Manager briefing on PPP and associated actions (template slide pack to be populated with site specific details).	Mar-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Undertake depot site visits to complete PPP Risk Assessment. (13 depots in 2021) and visit all WML sites not at depots once.	Dec-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Develop TBTs/Env Expresses as required to communicate substation and depots PPPs to staff.	Mar-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Present findings and produce plan for action closure	Dec-21
Environmental Compliance	3.6 Eliminate Polychlorinated biphenyls (PCBs) from our network in line with relevant legislation	<b>Overall action - Fully compliant PCB procedure implemented.</b>	Implement PCB Management Procedure (ASSET 04-070) and Policy (ASSET 01-031). Plan for identification and replacement of all relevant equipment by 31 Dec 2025.	Dec-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations	<b>Overall action - Ensure contract framework for scrap metal includes appropriate environmental requirements.</b>	Scrap metal framework for SPD and SPT similar to SPM arrangement.	Dec-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations	<b>Overall action - Waste Transfer Notes in use as required and available for completion via tough books.</b>	Produce practical template for SPEN Waste Transfer Notes.	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Develop TBTs/Env Expresses and other training as required to embed waste management process.	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Support and Implement use of waste transfer notes in internal movements of waste from the field to the depot.	Sep-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations	<b>Overall action - Consignment Notes in use as required and available for completion via tough books.</b>	Produce template for SPEN Consignment Notes and work with IT to upload onto tough book system. (Initial focus on waste oil consignment).	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Purchase Consignment Note Codes from SEPA.	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Develop TBTs/Env Expresses and other training as required to embed hazardous/ special waste consignment process.	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Support and Implement use of waste consignment notes in internal movements of waste from the field to the depot.	Sep-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations	<b>Overall action - Have required WML / Permits in place.</b>	Provide application pack information and fees. Create new Working Plan and apply for permits for each identified site.	Jun-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Fund and build a new oil storage compliant bulk oil storage facility at Oswestry depot.	Dec-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Ensure SPEN WAMITAB certified person in place.	Dec-21
Environmental Compliance	8.1 Fully comply with all Environmental legal obligations		Continue to implement improvements to SF6 and F gas controls. Minimise losses as far as practicable.	Dec-21

Driver / Process	Primary Objective	Action/ RII02 Commitment	Sub-Action	Due Date
Environmental Compliance	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.		Continue to identify and investigate opportunities to eliminate or reduce waste produced e.g. Resin buckets and jointing packs - collaboration with our supply chain as required.	Dec-21
Environmental Compliance	8.3 Continuous improvement of the EMS		Review current (Creosote) wood pole storage arrangements and update to current procedural (OHL-04-018) requirements. Include short term mitigation measures where planned improvements are planned later than 2021.	Dec-21
Environmental Compliance	8.4 Increase knowledge and commitment of staff		Roles and Responsibilities templates and procedure to be agreed and issued.	Jan-21
Environmental Compliance	8.4 Increase knowledge and commitment of staff		Develop personal goals template for use by directorates to aid understanding of personal environmental responsibilities and to deliver environmental compliance plan actions.	Jan-21
Environmental Compliance	8.4 Increase knowledge and commitment of staff		Include environmental objectives in personal goals as appropriate.	Jan-21
Environmental Compliance	8.6 Improve the quality of environmental data collected and analysed at all stages of the asset lifecycle		Implement Smartwaste for waste and carbon reporting. Inform contractors of change in reporting requirements and train contractors.	Jun-21
Environmental Compliance	8.6 Improve the quality of environmental data collected and analysed at all stages of the asset lifecycle		Implement Smartwaste: Where data is not reported, incomplete or poor quality, it is fed back to the contractor and addressed. including simple checks on data where appropriate.	Dec-21
Environmental Compliance	8.6 Improve the quality of environmental data collected and analysed at all stages of the asset lifecycle		Compile oil top up data electronic records for quarterly reporting to the Sustainability Data Analyst (RRP). Provide training and a consistent reporting process.	Jun-21
Environmental Compliance	8.3 Continuous improvement of the EMS		Prepare for the revocation of RPS211 (classification of excavated wastes) by engaging with, and contributing to the Street Works UK programme of work. Contribute towards the phase 2 sampling programme.	Sep-21

Driver / Process	Primary Objective	Action/ RIIO2 Commitment	Due Date
Internal Audit, RIIO2 Implementation and legislative Compliance	Awareness/ Desire	Governance reinvigorated with Key Directors and other Key Players through active attendance at Executive Sustainability Steering Group (ESSG) - Steering sustainable strategy and implementation	Dec-21
Internal Audit, RIIO2 Implementation and legislative Compliance	Dependant on content all ADKAR can be implemented	Directorates to introduce best practice and information sharing mechanism(s) for environmental compliance and sustainability e.g. SPM Environment Call	Jun-21
SP COP26 Sponsorship	Awareness/ Desire/ Ability	Active involvement in SPEN COP26 Steering Group and associated activities through business area Champion and ensuring that individual has opportunity to communicate activities and recruit BIK (Benefit In Kind) support where necessary	Dec-21
Internal Audit	Awareness/ Desire/ Ability/ Reinforcement	Environmental compliance and sustainability roles and responsibilities reinforced through the adoption and communication of Roles and Responsibilities documents. This is delivered in 2021 by reviewing and communicating the Roles and Responsibilities Procedure and setting suitable environmental personal goals for all.	Mar-21
Internal Audit	Knowledge/ Ability	Environmental Training Matrix and associated Training Plan reviewed to align with the Roles and Responsibilities, Environmental Compliance Plan and Sustainability Plan.	Jun-21
Internal Audit	Knowledge/ Ability	Directorate review of the training needs for each job function listed in the Roles and Responsibilities Procedure to feed into a training profile for each job function, to be documented in the Environmental Training Matrix.	Jun-21
RIO2 Commitments	Awareness/ Knowledge/ Ability	Supply Chain Sustainability School communication and sign up of teams	Mar-21
Internal Audit	Awareness/ Desire/ Reinforcement	Directorates regularly review individuals training plan progress driving completion of mandatory environmental training	Jun-21
Internal Audit	Awareness/ Desire/ Knowledge and Ability	Managing with environmental sustainability and leading with environmental sustainability leaders courses adapted to incorporate transformation programme	Mar-21
Internal Audit	Awareness/ Desire/ Knowledge and Ability	Managing with environmental sustainability and leading with environmental sustainability leaders courses implemented and attended by SPEN leaders	Jun-21
Internal Audit	Awareness, Desire, Knowledge, Ability and Reinforcement	Personal Goals, Roles and Responsibilities and Training Plan - more focused communications through management meetings and line managers - develop material and roll out	Jun-21
Internal Audit	Awareness, Desire, Knowledge, Ability and Reinforcement	Personal Goals/ responsibilities and training plans - more focused communications through management meetings and line managers - Directorate delivery down the line	Sep-21
Internal Audit, RIIO2 Implementation and legislative Compliance	Awareness, Desire, Knowledge, Ability and Reinforcement	Development and delivery of Sustainability and Environmental Compliance Internal Engagement Plan to focus on key topic areas to assist delivery of transformation	Mar-21
Internal Audit, RIIO2 Implementation and legislative Compliance	Desire/ Reinforcement	Internal collaboration on identifying and implementing methodology for receiving feedback on implementation and carry out continuous review	Jun-21

Driver / Process	Primary Objective	Action/ RII02 Commitment	Sub-Action	Due Date
Carbon and Energy Reduction	10.1 Integration of environmental, social and economic issues in business decision making	<b>Implement Carbon Management Processes in line with PAS2080</b>	Audit PAS2080 implementation and identify remaining gaps	Jun-21
Carbon and Energy Reduction	10.1 Integration of environmental, social and economic issues in business decision making	<b>Implement Carbon Management Processes in line with PAS2080</b>	Deliver PAS2080 implementation workshops to inform embedding of carbon considerations in key business processes	Jun-21
Carbon and Energy Reduction	10.1 Integration of environmental, social and economic issues in business decision making	<b>Implement Carbon Management Processes in line with PAS2080</b>	Identify key internal business processes/documentation requiring revision to align with PAS2080	Jun-21
Carbon and Energy Reduction	10.1 Integration of environmental, social and economic issues in business decision making	<b>Implement Carbon Management Processes in line with PAS2080</b>	Draft PAS2080 Implementation Plan & recommendations for ongoing improvements	Jun-21
Carbon and Energy Reduction	10.1 Integration of environmental, social and economic issues in business decision making	<b>Implement Carbon Management Processes in line with PAS2080</b>	Deliver PAS2080 Implementation Plan actions for 2021	Dec-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Implement Carbon Management Processes in line with PAS2080</b>	Identify the key staff members who require enhanced and basic level awareness training in relation to their jobs and develop training plan	Mar-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Implement Carbon Management Processes in line with PAS2080</b>	Deliver carbon management training plan	Sep-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Implement Carbon Management Processes in line with PAS2080</b>	Identify key staff groups within the business who can be incentivised contractually to enable accountability and support the delivery of Circular Economy / Sustainable Procurement / Low Carbon outcomes and then incentivise accordingly (via Personal Goals)	Dec-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Implement Carbon Management Processes in line with PAS2080</b>	Agree Scope 1&2 carbon metrics	Jun-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Implement Carbon Management Processes in line with PAS2080</b>	Establish baselines to allow future comparison and reduction target setting e.g. for different types of project	Dec-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Implement Carbon Management Processes in line with PAS2080</b>	Review potential grant funding routes to help finance some of the development and research work required to enhance the carbon understanding and knowledge within the business.	Sep-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Adopt Science Based Targets for Scope 1,2 &amp; 3 Carbon emissions</b>	Develop action plan to achieve Scopes 1&2 target (supported by Carbon Trust)	Mar-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Adopt Science Based Targets for Scope 1,2 &amp; 3 Carbon emissions</b>	Submit Science Based Targets commitment letter to SBTi	Mar-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Adopt Science Based Targets for Scope 1,2 &amp; 3 Carbon emissions</b>	Submit Science Based Targets information to Ofgem with respect to T2 Commitments	Mar-21

Driver / Process	Primary Objective	Action/ RII02 Commitment	Sub-Action	Due Date
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Adopt Science Based Targets for Scope 1,2 &amp; 3 Carbon emissions</b>	Calculate and agree Scope 3 target	Apr-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Adopt Science Based Targets for Scope 1,2 &amp; 3 Carbon emissions</b>	Develop action plan to achieve Scope 3 target (supported by Carbon Trust)	Apr-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Identify, and subsequently monitor, metrics to track progress towards the Science-Based carbon reduction Targets</b>	Identify Scope 3 metrics, based on embodied carbon tool outputs and advice from Carbon Trust	Mar-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Identify, and subsequently monitor, metrics to track progress towards the Science-Based carbon reduction Targets</b>	Establish Scope 3 baseline against which to measure progress	Dec-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Introduce, trial and embed measurement tools for embodied carbon in new (T2) projects</b>	Develop Manual of Standard Cost Tool for Substations then roll out	Dec-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Introduce, trial and embed measurement tools for embodied carbon in new (T2) projects</b>	Develop and implement Bill Of Quantities Carbon Tool (Detailed Design & As Built)	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Introduce, trial and embed measurement tools for embodied carbon in new (T2) projects</b>	Implement online tool to collect supply chain and contractor carbon data	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Introduce, trial and embed measurement tools for embodied carbon in new (T2) projects</b>	Implement carbon product calculator tool	Mar-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Establish an embodied carbon baseline and set a reduction target for T3</b>	Carry out a hotspot analysis of the detailed studies and Environmental Performance Declarations (EPDs) in order to prioritise the products and areas to focus within projects and the business.	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Establish an embodied carbon baseline and set a reduction target for T3</b>	Develop carbon abatement cost curve to inform efficient carbon reduction actions	Mar-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with supply chain and other TO's to drive embodied carbon footprint reductions</b>	Develop plan to collaborate with supply chain and other TO's to drive embodied carbon footprint reductions	Sep-21
Carbon and Energy Reduction	9.3 Identify priority areas for collaboration with key stakeholders	<b>Collaborate with supply chain and other TO's to drive embodied carbon footprint reductions</b>	Agree collaboration approach wrt supply chain and embodied carbon with other TOs	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with supply chain and other TO's to drive embodied carbon footprint reductions</b>	Issue joint TO supply chain letter regarding RII0-T2 environmental sustainability ambitions and expectations	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Establish an embodied carbon baseline and set a reduction target for T3</b>	Set carbon reduction targets within 3 projects/contracts in advance of ITT and track reductions	Dec-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with supply chain and other TO's to drive embodied carbon footprint reductions</b>	Develop a supply chain communications plan in collaboration with NG and SSE	Jun-21

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Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with supply chain and other TO's to drive embodied carbon footprint reductions</b>	Agree and introduce carbon evaluation/assessment into tender assessment and award criteria	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Identify, and subsequently monitor, metrics to track progress towards the Science-Based carbon reduction Targets</b>	Develop suite of carbon management KPIs as part of overall supplier KPIs and supply chain management	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with supply chain and other TO's to drive embodied carbon footprint reductions</b>	Embed advancement of carbon accounting and management in Supply Chain engagement agendas	Mar-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with supply chain and other TO's to drive embodied carbon footprint reductions</b>	Develop and introduce Carbon Management Learning Pathway in Supply Chain Sustainability School system	Jun-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Implement Carbon Management Processes in line with PAS2080</b>	Explore the potential to remove procurement barriers around "least cost basis" to incentivise innovation and reward whole life costs and other sustainability benefits	Sep-21
Carbon and Energy Reduction	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with supply chain to implement sustainable project sites to reduce carbon and other impacts</b>	Develop outline of 'sustainable project site' via discussion with key contractors and implement pilot	Dec-21
Carbon and Energy Reduction	1.6 Reduce depot and substation energy use by 25% by 2023	<b>Deliver T2 energy efficiency building refurbishment programme (48 Substations)</b>	Develop programme of works and progress through IP, SCA, ITT and award contract	Mar-21
Carbon and Energy Reduction	1.6 Reduce depot and substation energy use by 25% by 2023	<b>Deliver T2 energy efficiency building refurbishment programme (48 Substations)</b>	Install meters at sample of 48 substations to be refurbished in T2, to track energy use pre & post refurbishment	Dec-21
Carbon and Energy Reduction	1.6 Reduce depot and substation energy use by 25% by 2023	<b>Deliver T2 energy efficiency building refurbishment programme (48 Substations)</b>	Monitor and analyse electricity consumption data from sample substations to inform works, to improve consumption estimation methodology and to calculate efficiencies achieved	Dec-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Develop and deliver programme of works to release unused non-operational land to local community energy projects</b>	Carry out further analysis of non operational land and identify a minimum 5 sites for upload to PowerPaired platform.	Dec-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Develop and deliver programme of works to release unused non-operational land to local community energy projects</b>	Develop and implement an engagement plan to increase awareness of PowerPaired potential projects with community energy orgainsaitons/ groups.	Dec-21
Carbon and Energy Reduction	1.7 Minimise the leakage of SF6 gas from our network by reducing the quantity, volume and leakage rate of new SF6 equipment and addressing leaks urgently	<b>Minimise SF6 leakage in compliance with F Gas Regs, repairing leaks quickly and where unsuccessful replacing assets before anticipated end of life where reasonably practicable</b>	Agree formal SF6 Strategy	Mar-21
Carbon and Energy Reduction	1.7 Minimise the leakage of SF6 gas from our network by reducing the quantity, volume and leakage rate of new SF6 equipment and addressing leaks urgently	<b>Minimise SF6 leakage in compliance with F Gas Regs, repairing leaks quickly and where unsuccessful replacing assets before anticipated end of life where reasonably practicable</b>	Develop a process to manage SF6 assets that are not connected to the system, including assets held as spares or on site, considering the full life cycle from pre-commissioning through to full de-commissioning.	Jun-21
Carbon and Energy Reduction	1.7 Minimise the leakage of SF6 gas from our network by reducing the quantity, volume and leakage rate of new SF6 equipment and addressing leaks urgently	Review and implement recommendations from the SF6 IMS Audit	Review each of the actions and develop plans to implement recommendations prior to T2 regulatory reporting period.	Mar-21

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Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2030	<b>Put in place carbon offsetting mechanism to offset remaining emissions of high leakage equipment</b>	Research options for certified/robust carbon offsetting and make proposal	Mar-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2031	<b>Put in place carbon offsetting mechanism to offset remaining emissions of high leakage equipment</b>	Obtain agreement for best carbon offsetting option	Jun-21
Carbon and Energy Reduction	1.1 Reduce our carbon footprint (excluding network losses) by 15% by 2023 and by 80% by 2031	<b>Put in place carbon offsetting mechanism to offset remaining emissions of high leakage equipment</b>	Set up partnership with carbon offsetting partner	Dec-21
Carbon and Energy Reduction	1.4 Decarbonise our fleet by 2030 or sooner in line with our EV100 Commitment	<b>Replace 100% (72) SPT cars &amp; vans with electric alternatives by end of T2</b>	Transfer all SPT vehicles provision to fleet managed by General Services	Jan-21
Carbon and Energy Reduction	1.4 Decarbonise our fleet by 2030 or sooner in line with our EV100 Commitment	<b>Replace 100% (72) SPT cars &amp; vans with electric alternatives by end of T2</b>	Agree and update Policy and Substation Specifications to support EV Transition and Place of Work charging	Jun-21
Carbon and Energy Reduction	1.4 Decarbonise our fleet by 2030 or sooner in line with our EV100 Commitment	<b>Replace 100% (72) SPT cars &amp; vans with electric alternatives by end of T2</b>	Agree roadmap for EV transition including quick wins	Mar-21
Carbon and Energy Reduction	1.4 Decarbonise our fleet by 2030 or sooner in line with our EV100 Commitment	<b>Replace 100% (72) SPT cars &amp; vans with electric alternatives by end of T2</b>	Introduce total of 8 EVs to the SPT fleet	Dec-21
Carbon and Energy Reduction	1.5 Reduce fleet vehicle fuel use and business travel carbon footprint by 15% by 2023	Continue to use our vehicle management systems to monitor driving styles and mileage, and use NAMS SAP enhancements to increase efficiency of allocation of jobs to reduce fuel use	Move to new vehicle management system and establish systems to monitor fuel consumption and identify actions to reduce	Sep-21



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Land and Biodiversity Improvement	3.4 Incorporate Natural Capital Assessment in our business decision making processes, as a precursor to a multi-capital approach, with the aim of increasing the value of natural capital on our sites and around our assets	<b>Develop a common approach and robust methodologies for delivering Natural Capital assessment and enhancement, in collaboration with our stakeholders, including the other Transmission Operators.</b>	Engage with WSP and wider stakeholders on the development of the Innovate UK funded Natural Capital planning tool.	Jul-21
Land and Biodiversity Improvement	3.4 Incorporate Natural Capital Assessment in our business decision making processes, as a precursor to a multi-capital approach, with the aim of increasing the value of natural capital on our sites and around our assets	<b>Develop a common approach and robust methodologies for delivering Natural Capital assessment and enhancement, in collaboration with our stakeholders, including the other Transmission Operators.</b>	Collaborate with the TOs and WSP to identify and develop additional requirements for Nat Cap/ biodiversity tool	Dec-21
Land and Biodiversity Improvement	3.4 Incorporate Natural Capital Assessment in our business decision making processes, as a precursor to a multi-capital approach, with the aim of increasing the value of natural capital on our sites and around our assets	<b>Develop a common approach and robust methodologies for delivering Natural Capital assessment and enhancement, in collaboration with our stakeholders, including the other Transmission Operators.</b>	Identify training needs for implementation of Natural Capital and biodiversity assessment and develop a training plan	Dec-21
Land and Biodiversity Improvement	3.4 Incorporate Natural Capital Assessment in our business decision making processes, as a precursor to a multi-capital approach, with the aim of increasing the value of natural capital on our sites and around our assets	<b>Develop a common approach and robust methodologies for delivering Natural Capital assessment and enhancement, in collaboration with our stakeholders, including the other Transmission Operators.</b>	Engage with SPT, SPD and SPM internal and external stakeholders through implementation of a Biodiversity and Natural Capital workshop to further develop approach	Feb-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Pilot biodiversity and natural capital methodologies and associated tool(s) on selected T2 projects</b>	Pilot Biodiversity Metric 2.0 on selected T1 and T2 projects	Dec-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Pilot biodiversity and natural capital methodologies and associated tool(s) on selected T2 projects</b>	Pilot the WSP tool for Natural Capital and biodiversity on a range of projects, in collaboration with the other TOs.	Jul-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Identify metrics to baseline and track the levels of biodiversity and the value of natural capital on our sites, and the achievement of our targets.</b>	Agree biodiversity metrics	Sep-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Identify metrics to baseline and track the levels of biodiversity and the value of natural capital on our sites, and the achievement of our targets.</b>	Agree Natural Capital metrics	Sep-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Deliver at least 'no net loss' in biodiversity and implement options for delivering 'net gain' for T2 projects and across SPEN existing sites.</b>	Collate SPEN wide site information. Develop a methodology for baselining current biodiversity/ natural capital value of sites, create a baseline and identify sites providing opportunity for enhancement	Oct-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Deliver at least 'no net loss' in biodiversity and implement options for delivering 'net gain' for T2 projects and across SPEN existing sites.</b>	Develop project processes to embed Natural Capital and biodiversity tool to inform decisions	Dec-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Deliver at least 'no net loss' in biodiversity and implement options for delivering 'net gain' for T2 projects and across SPEN existing sites.</b>	Investigate options for partnering with external organisations to provide biodiversity enhancements	Oct-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	<b>Deliver an increase in the natural capital on existing sites.</b>	Integrate biodiversity and natural capital into the 'Maximising the environmental benefit from non operational land' project and promote to community groups on appropriate sites.	Dec-21
Land and Biodiversity Improvement	3.2 Implement a methodology to measure biodiversity and make relevant business decisions to deliver biodiversity net gain	Introduce stakeholder engagement processes to work with local communities, landowners and other stakeholders to deliver biodiversity and natural capital targets	<i>leave blank</i>	Dec-21

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Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Require project Waste Management Plans for all new projects in RII0-T2 and beyond</b>	Review WMPs submitted in tender bids for adequacy and ensure shortfalls addressed before contract placement	Dec-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Require project Waste Management Plans for all new projects in RII0-T2 and beyond</b>	Ensure waste performance indicators are included in relevant contracts, to drive delivery of 95% landfill avoidance target	Dec-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Divert 95% of waste from landfill by end 2023 and 100% by end 2030</b>	Identify programme of actions to reduce and reuse rest of top 5 waste streams	Jun-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Divert 95% of waste from landfill by end 2023 and 100% by end 2030</b>	Quantify carbon impact of waste streams to inform prioritisation of impact reduction actions	Sep-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Identify solutions to reduce the use and disposal of aggregates, (soils and stones) including increased use of secondary aggregates via collaboration with other TOs, our supply chain and other infrastructure operators</b>	Identify and quantify other uses of aggregates (than access roads)	Mar-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Identify solutions to reduce the use and disposal of aggregates, (soils and stones) including increased use of secondary aggregates via collaboration with other TOs, our supply chain and other infrastructure operators</b>	Identify opportunities to minimise use of aggregates e.g. innovative solutions to trial	Mar-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Identify solutions to reduce the use and disposal of aggregates, (soils and stones) including increased use of secondary aggregates via collaboration with other TOs, our supply chain and other infrastructure operators</b>	Identify opportunities to maximise reuse/recycling of aggregates	Mar-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Identify solutions to reduce the use and disposal of aggregates, (soils and stones) including increased use of secondary aggregates via collaboration with other TOs, our supply chain and other infrastructure operators</b>	Include requirement/incentivisation to reduce use of aggregates, maximise use of secondary aggregates and reuse/recycle surplus materials in relevant contracts	Dec-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Identify solutions to reduce the use and disposal of aggregates, (soils and stones) including increased use of secondary aggregates via collaboration with other TOs, our supply chain and other infrastructure operators</b>	Assess waste aggregates data and information to estimate quantities/proportion suitable for reuse (in line with SEPA agreement).	Jun-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Identify solutions to reduce the use and disposal of aggregates, (soils and stones) including increased use of secondary aggregates via collaboration with other TOs, our supply chain and other infrastructure operators</b>	Forecast impact of aggregates reductions and reuse on total waste quantities and fate and compare to 95% landfill avoidance target	Sep-21
Sustainable Resource Use	4.1 Divert 95% of waste from landfill by end 2023 and 100% by end 2030.	<b>Identify solutions to reduce the use and disposal of aggregates, (soils and stones) including increased use of secondary aggregates via collaboration with other TOs, our supply chain and other infrastructure operators</b>	Collaborate with other construction companies, aggregates suppliers and SEPA with the aim of reaching agreement on the conditions for the reuse of aggregates across projects and companies	Dec-21
Sustainable Resource Use	4.3 Establish baseline raw material usage levels	<b>Implement metrics to measure the sustainability of our resource use, with the aim of establishing a baseline to enable target setting during RII0-T2</b>	Identify and agree resource consumption metrics	Jun-21
Sustainable Resource Use	4.3 Establish baseline raw material usage levels	<b>Implement metrics to measure the sustainability of our resource use, with the aim of establishing a baseline to enable target setting during RII0-T2</b>	Collate actual consumption data for identified priority resources, where available	Dec-21
Sustainable Resource Use	4.3 Establish baseline raw material usage levels	<b>Implement metrics to measure the sustainability of our resource use, with the aim of establishing a baseline to enable target setting during RII0-T2</b>	Identify actions required to fill data gaps on chosen sustainable resource use metrics, with delivery programme	Sep-21
Sustainable Resource Use	4.3 Establish baseline raw material usage levels	<b>Implement metrics to measure the sustainability of our resource use, with the aim of establishing a baseline to enable target setting during RII0-T2</b>	Map key raw materials (inputs) and waste streams (waste outputs)	Dec-21
Sustainable Resource Use	4.4 Identify top five resource consumption priorities and set quantified targets by end 2020	Identify top five resource consumption priorities	Identify priority resource inputs based on carbon impact (from Scope 3 SBT baseline)	Jun-21
Sustainable Resource Use	4.4 Identify top five resource consumption priorities and set quantified targets by end 2020	Identify opportunities to reduce top five resource consumption priorities	Identify opportunities to reduce top five resource consumption priorities	Sep-21

Driver / Process	Primary Objective	Action/ RIIO2 Commitment	Sub-Action	Due Date
Sustainable Society	6.3 Understand SPEN mapping to the Sustainable Development Goals and address gaps as required	Further develop the SDG mapping exercise completed in 2018/19, identifying gaps or areas for improvement and proposing actions to start to address	<i>leave blank</i>	Sep-21
Sustainable Society	6.5 Broaden Sustainable Society Driver as appropriate	Engage to define strategic vision for social and economic sustainability and develop new drivers and objectives as appropriate.	<i>leave blank</i>	Sep-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	Develop Supply Chain Sustainability Strategy	Engage with internal and external stakeholders via a Sustainable Supply Chain workshop to advise supply chain management strategy	Mar-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	Develop Supply Chain Sustainability Strategy	Review Supply Chain Management Strategy with all stakeholders and revise/develop to deliver T2 and wider SPEN commitments	Sep-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	Develop Supply Chain Sustainability Strategy	Business approval of Supply Chain Management Strategy and securing of necessary funding and/or structure as required	Sep-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Collaborate with suppliers and industry peers to develop a suite of targets and impact metrics to drive environmental improvement throughout our value chain</b>	Develop Supply Chain Sustainability KPIs for discussion with supply chain	Mar-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Further enhance environmental management standards and KPIs in contract specifications and supplier codes of conduct (including requirements for public disclosure of metrics) and cascade to all relevant suppliers</b>	Review SPM and SPD contract documentation to include environmental considerations	Sep-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Target more than 80% of T2 suppliers by value meeting enhanced environmental standards, and report on actual % achieved</b>	Develop methodology for implementing and reporting suppliers meeting enhanced environmental standards	Dec-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Engage with suppliers throughout duration of contract to continue to reduce impacts and optimise benefits</b>	Collaborate with suppliers on best practice and innovation through introduction of suppliers innovation and best practice sub group	Sep-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Introduce consideration of environmental sustainability in our procurement processes in line with ISO20400, including a carbon metric as a minimum</b>	Complete the ISO20400 self assessment heat map by categories of spend to identify areas for focus, prioritising high sustainability impact	Sep-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Become a Supply Chain Sustainability School Partner, requiring contractors and suppliers for all new contracts to become members and undertake relevant sustainability and environmental training</b>	Demonstrate 90% Supplier membership of Supply Chain Sustainability School	Dec-21
Sustainable Society	6.1 Work with our supply chain to better quantify and manage scope 3 carbon emissions	<b>Become a Supply Chain Sustainability School Partner, requiring contractors and suppliers for all new contracts to become members and undertake relevant sustainability and environmental training</b>	Provide active participation as a Supply Chain Sustainability School partner through attendance and contribution to the SCSS Leaders Group, steering School strategy and development	Dec-21

Driver / Process	Primary Objective	Action/ RII02 Commitment	Sub-Action	Due Date
Water Efficiency and Protection	5.1 Have zero water pollution incidents	<b>Deliver T2 programme of mitigation measures (oil containment) for pollution prevention</b>	Establish delivery milestones and track progress against annual targets (for RRP and Annual Environmental Report)	Dec-21
Water Efficiency and Protection	5.2 Reduce oil leakage rate	<b>Quantify oil leakage for annual reporting (RRP and Annual Environmental Report)</b>	Quantify oil leakage by establishing data collection process (oil top ups recorded in SAP)	Mar-21
Water Efficiency and Protection	5.2 Reduce oil leakage rate	<b>Quantify oil leakage for annual reporting (ED2 RRP and Annual Environmental Report)</b>	Quantify oil leakage by establishing data collection process (oil top ups recorded in SAP)	Dec-21
Climate Change Resilience	2.1 Increase resilience of network to extreme weather events	Publish a report in line with the 3rd Round of Adaptation Reporting under the Climate Change Act, in line with the ENA work to produce a sector report	<i>leave blank</i>	Dec-21
Climate Change Resilience	2.1 Increase resilience of network to extreme weather events	Undertake detailed Flood Risk Assessments at remaining 10 high risk sites and implement measures to mitigate the risk to the network from flooding	Undertake detailed Flood Risk Assessments at X number of remaining 10 high risk sites	Dec-21
IMS and Business Processes	10.1 Integration of environmental, social and economic issues in business decision making	<b>Embed circular economy principles where relevant throughout our business processes, considering whole life cycle environmental impacts. Implement processes for carbon management in relevant business activities, aligned with PAS2080 Carbon in Infrastructure</b>	Review IP process to meet all RII02 commitments and sign off revision	Dec-21
Stakeholder Engagement and Collaboration	9.1 Align with key stakeholders' views of a Sustainable Networks Business	<b>Collaborate with SEPA on a Sustainable Growth Agreement</b>	<i>leave blank</i>	Dec-21
IMS and Business Processes	8.6 Improve the quality of environmental data collected and analysed at all stages of the asset lifecycle	<b>Improve the quality of environmental data collected and analysed at all stages of the asset lifecycle, investing in enhanced geospatial systems and formalising data sharing collaborations with key stakeholders</b>	Fill environmental data gaps by including new or improved data in existing systems or introducing new tools, to meet RII02 Commitments and external reporting requirements	Dec-21
Stakeholder Engagement and Collaboration	9.1 Align with key stakeholders' views of a Sustainable Networks Business	Consider stakeholder input when reviewing the Sustainable Business Strategy and in particular the Sustainable Business Vision statement	<i>leave blank</i>	Sep-21
Stakeholder Engagement and Collaboration	9.3 Identify priority areas for collaboration with key stakeholders	Deliver the Sustainability Stakeholder Engagement Plan, which addresses the relevant identified priority areas	<i>leave blank</i>	Dec-21
IMS and Business Processes	8.6 Improve the quality of environmental data collected and analysed at all stages of the asset lifecycle	Work with Iberdrola and SP colleagues to deliver SYGRIS enhancements with respect to SPEN data, as defined in spreadsheet submitted last year	<i>leave blank</i>	Sep-21