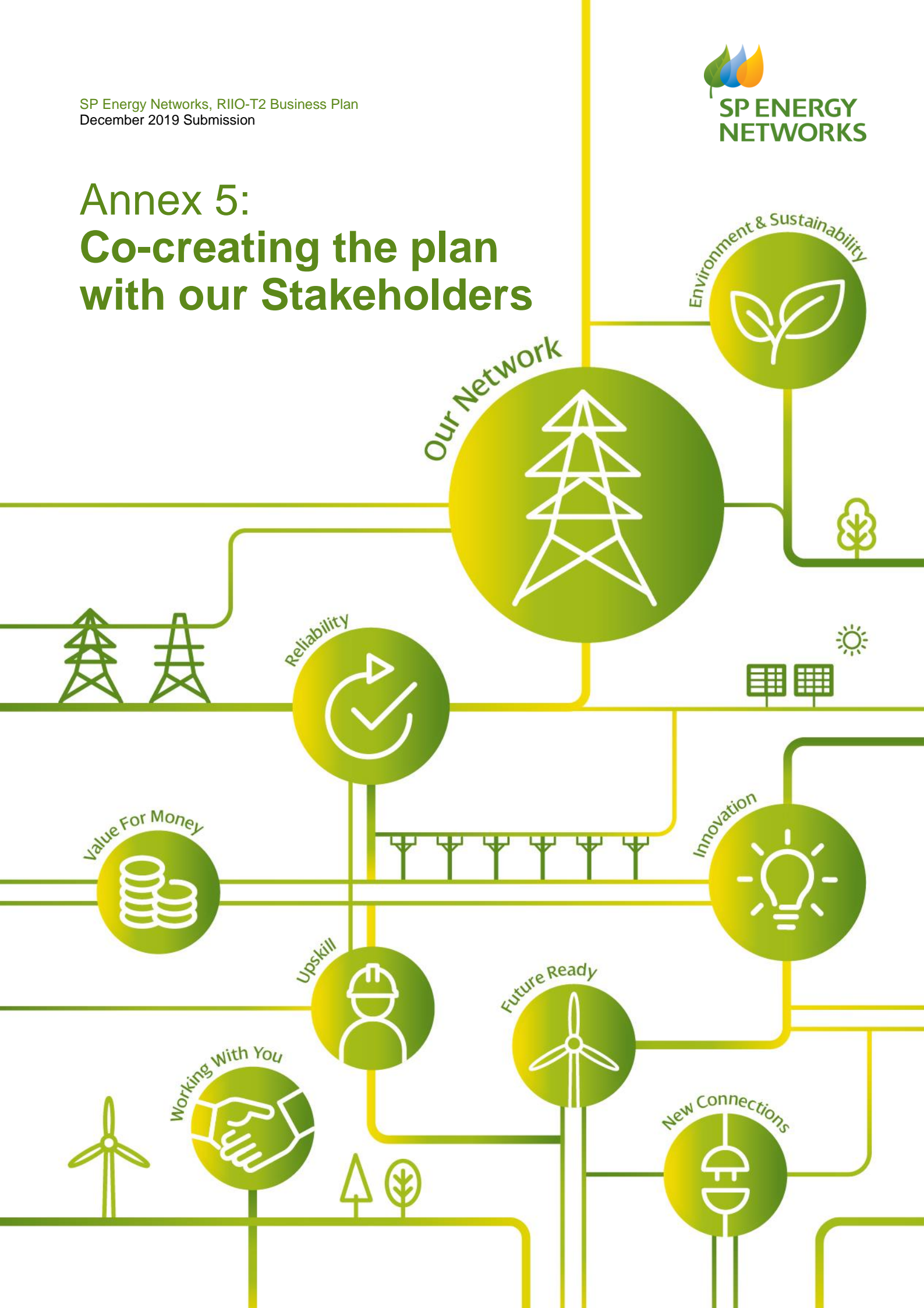


## Annex 5: Co-creating the plan with our Stakeholders



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# Co-creating the plan with our Stakeholders

Our Programme of Transmission User  
Group Engagement for RIIO-T2  
(2017 – 2019)

## 1.0 INTRODUCTION

Throughout our RIIO-T2 engagement programme, we adopted innovative approaches to engagement to gain key stakeholder insight to help inform and shape our RIIO-T2 Business Plan. Our programme of research explored views from consumers and end-users including homeowners, businesses, future customers as well as regional and national stakeholders. Research undertaken provided both quantitative and qualitative insight around what we should be focusing on during RIIO-T2. This annex details our approach to consumer and stakeholder research, techniques and methodologies adopted and highlights key research findings used to influence and inform our decision making.

## 2.0 OUR PHASED APPROACH TO RESEARCH

To ensure research and insight gained was robust and representative of the views of consumers, network users and wider stakeholders on every aspect of our business plan, we commissioned Explain Market Research, who specialise in delivering strategic insight to carry out research during our RIIO-T2 business planning process. Along with Explain, we created and implemented a phased approach to research and engagement through three defined research phases as outlined in figure 1.

**Figure 1: Our Phased Approach to RIIO-T2 Engagement**



Throughout our RIIO-T2 engagement programme, we created a communications campaign using the hashtag #ChallengeOurPlan to bring together all the aspects of our Transmission business seeking input from consumers, end users and wider stakeholders. The main aims of the campaign were to maintain a RIIO-T2 thread in relevant online posts, presentations and publications. We also created RIIO-T2 online consultation documents on relevant investment areas, providing stakeholders with the opportunity to provide real-time online feedback to questions and issues posed within each document. Further detail on the reach and breadth of our engagement through our #ChallengeOurPlan campaign is outlined in table 11.

### 2.1 Research timeline

After establishing these defined research phases, we created an associated timeline of RIIO-T2 engagement to ensure research carried out was timely and in keeping with the overall RIIO-T2 project plan. This structured timeline allowed feedback and insight to be embedded throughout our RIIO-T2 planning to inform our decision making. **Table 1** outlines our timeline of activity throughout each research phase.

**Table 1: RIIO-T2 Research and Engagement Timeline**

Phase	Date	Research activity
Phase 1	Q4 2017	Customer priority research.
	Q1 2018	Preliminary Willingness to Pay research via digital online tool.
	February 2019	Understanding SP Transmission – ‘How we make our money’ workshop.
Phase 2	May 2019	Transmission wide Willingness to Pay research.
	May – June 2019	SP Energy Networks specific Willingness to Pay research with consumers.
	July – August 2019	Stakeholder interviews with consumer representatives.
Phase 3	September 2019	Acceptability testing of whole RIIO-T2 Business Plan with business and domestic consumers as well as in-depth interviews with consumer representatives.
	November 2019	Consumer acceptability research on our ‘Cost of Equity’ (CoE).

## 3.0 SAMPLING

Working with our specialist market research partners, consumer research samples were carefully selected to ensure they were representative of the demographics of our customer base as a whole. Sample selection also ensured research participants were recruited from varying socio-economic backgrounds, allowing us to engage with a broad range and mix of consumers to best inform our decision making. **Tables 2-8** highlight a sample of our consumer and stakeholder profiling across some of our research activities, as well as information on industry representative stakeholders. Please refer to each individual research report contained within the appendices for a full breakdown of characteristics of research samples.

### 3.1 Characteristics of Stakeholder Samples

#### Transmission Wide Willingness to Pay research

**Table 2: Socio-economic profiling**

Segmentation group	Percentage of participants
AB	25%
C1	28%
C2	21%
DE	26%

**Table 3: Age profiling**

Age	Percentage of participants
18-24	10%
25-34	15%
35-44	20%
45-54	20%
55-64	18%
65+	18%

**Table 4: Regional profiling**

Region	Percentage of participants	Region	Percentage of participants
East Anglia	10%	Scotland	16%
East Midlands	5%	South East	11%
London	11%	South West	12%
North East	6%	Wales	6%
North West	9%		

## SPEN specific Willingness to Pay focus groups

**Table 5: Participant characteristics**

Socio-economic profiling	Consumer age profiling	Location	Percentage of participants
ABC1	18-35	Edinburgh	36%
C1C2	36-50	Dumfries	28%
C2DE	51+	Dunfermline	36%

## In-depth stakeholder interviews

Throughout our programme of RIIO-T2 research, we engaged with a wide variety of stakeholders and stakeholder groups to ensure the breadth of our engagement was as inclusive and diverse as possible to best represent the varying needs of consumers and network users. We engaged with stakeholder groups who represent the voice of large groups of consumers which negates the need to carry out large engagement events which can be costly.

**Table 6: Consumer Representative Stakeholders**

Stakeholder/Organisation	Role	Consumer Representation
<b>Groundwork London</b>	Domestic Energy Advisor	In 2018, Groundwork London supported <b>24,000</b> community groups and helped <b>65,000</b> households to improve their energy efficiency.
<b>The Kensa Group/Fintry Development Trust</b>	Business Development	The Kensa Group believes everyone should benefit from sustainable, efficient and affordable heating. Fintry Development Trust focuses on reducing energy use and carbon emissions in the Fintry area, Stirlingshire, with around <b>250</b> members in the local area.
<b>The University of Edinburgh</b>	Energy and Energy Policy Consultant	The Energy Policy, Economics and Innovation theme addresses the economic and policy aspects of energy systems, combining together expertise on applied economics, innovation theory, energy system organisations and institutions, and the wider policy and regulatory context of energy. Key stakeholder noted areas of interest in total energy systems, heat and power and energy efficiency.
<b>Former Policy Advisor at Scottish Fuel Poverty Strategic Working Group</b>	Independent Consultant	Strategic group independent of Government however produced papers for Scottish Ministers on improving domestic energy efficiency and provided information and advice on fuel poverty for the Scottish Energy Efficiency Programme.



<b>The Wise Group</b>	Development and Delivery Manager	The Wise Group is a leading social enterprise, which transforms people's lives across Scotland and North East England. They do this by building better lives, better communities and stronger businesses working with a range of partners, making a difference to thousands of people and families every year.
<b>University of Strathclyde</b>	Director of Centre for Energy Policy and Transmission User Group member	The Centre for Energy Policy has particular expertise in the macroeconomic modelling of energy and works with partners across the University to bring current research from a wide energy base to public debate.
<b>Citizens Advice Scotland</b>	Strategic Lead	In 2018/19 the Citizens Advice Service network helped over <b>272,500</b> clients in Scotland and dealt with almost <b>744,000</b> advice issues within the UK. They look at the problems people bring to their advice services and campaign for change where it is needed most, working for a fairer Scotland where people are empowered and their rights are respected.
<b>Community Energy Scotland</b>	Head of Development	Community Energy Scotland provide detailed, independent and ongoing support for all aspects of community energy project development. They help broadcast the specific difficulties faced by the community sector by bringing communities and policy makers together, seeking to find new ways forward.
<b>Sustainable Scotland Network</b>	Network Capacity Building Manager	Sustainable Scotland Network is Scotland's network for public sector professionals to engage in sustainability and climate action. They showcase action taken to reduce emissions and support deeper commitment and innovation on climate change and sustainability.
<b>Development Vectors Ltd</b>	Director	Renewables and sustainability.
<b>National Energy Action</b>	Policy Manager	National Energy Action is a fuel poverty charity that works to eradicate fuel poverty and campaigns for greater investment in energy efficiency to help those living in fuel poverty.
<b>Scottish Enterprise</b>	Energy Systems Strategy	Scottish Enterprise is Scotland's national economic development agency, committed to growing the Scottish economy for the benefit of all, helping create more quality jobs and a brighter future for every region.
<b>Greener Kirkcaldy</b>	Project Management	Greener Kirkcaldy is a community-led charity and development trust working locally to benefit people and our environment. They seek a future where everybody is able to 'heat their home affordably, eat well and tread more lightly on the planet'.

### 3.2 'Out of area' consumer representation

Through our RIIO-T2 Business Plan acceptability testing research, we took an innovative approach by involving consumer samples who fall outside of our network area. By doing so, we ensured our overall business plan acceptability results were representative of GB consumers - as transmission costs are socialised across the whole of Great Britain. Characteristics of our acceptability research participants has been outlined in **table 7** and **table 8** below, which were weighted to be nationally representative.

**Table 7: Demographic representation**

Regional split	Percentage of participants (Domestic consumer)	Percentage of participants (Business consumer)
Central Scotland	48%	40%
London	6%	8%
North West	6%	6%
North Scotland	6%	8%
Yorkshire	5%	5%
South West	5%	5%
West Midlands	5%	4%
South East	4%	7%
East England	4%	5%
East Midlands	4%	6%
North East	4%	2%
Wales	3%	4%

**Table 8: Age profiling**

Age	Percentage of participants (Domestic consumer)	Percentage of participants (Business consumer)
18-24	2%	7%
25-34	23%	15%
35-44	29%	17%
45-54	20%	20%
55-64	20%	19%
65+	7%	21%

## 4.0 PHASE ONE: RESEARCH

To ensure we adopted the correct approach to future research for RIIO-T2, we carried out a preliminary research and testing phase. This allowed us to test our digital Willingness to Pay online tool prior to its launch as well as carry out exploratory consumer research around our business priorities. This testing phase generated consumer feedback on language and tone of voice used and helped inform the way we communicated similar information in the future.

### 4.1 Consumer priority focus groups

Ahead of building the digital tool, we carried out two consumer workshops in Liverpool and Dumfries to help sense check our thinking around the areas and exercises to include. Through sessions, we explored areas customers saw as priorities for SP Energy Networks to help guide what should be included within the online tool. A total of **28** consumers were engaged through these interactive focus groups.

### 4.2 SP Energy Networks pilot Willingness to Pay digital tool

Building on our initial qualitative research conducted in winter 2017, we carried out a second phase of research taking a qualitative approach. A bespoke digital tool was developed to educate users around key areas of service for SP Energy Networks, with exercises incorporated to gain an understanding of their perceived priorities and indicative Willingness to Pay. We were the first electricity network to develop this digital tool, which was a highly innovative way to engage with large volume of consumers. Typically, this form of research is carried out through focus group sessions and workshops which are costly and time consuming to host. The use of our digital Willingness to Pay tool was an interactive and fun way to engage with consumers around business priorities and allowed us to present business information in a way which was easy to understand. **Figures 2 - 4** display visual representations of our digital tool and how we communicated this information to consumers.

**Figure 2: Digital tool: Information**



**Figure 3: Digital tool: Prioritisation task**

We would like to understand which of these eight areas should be most important for SP Energy Networks.

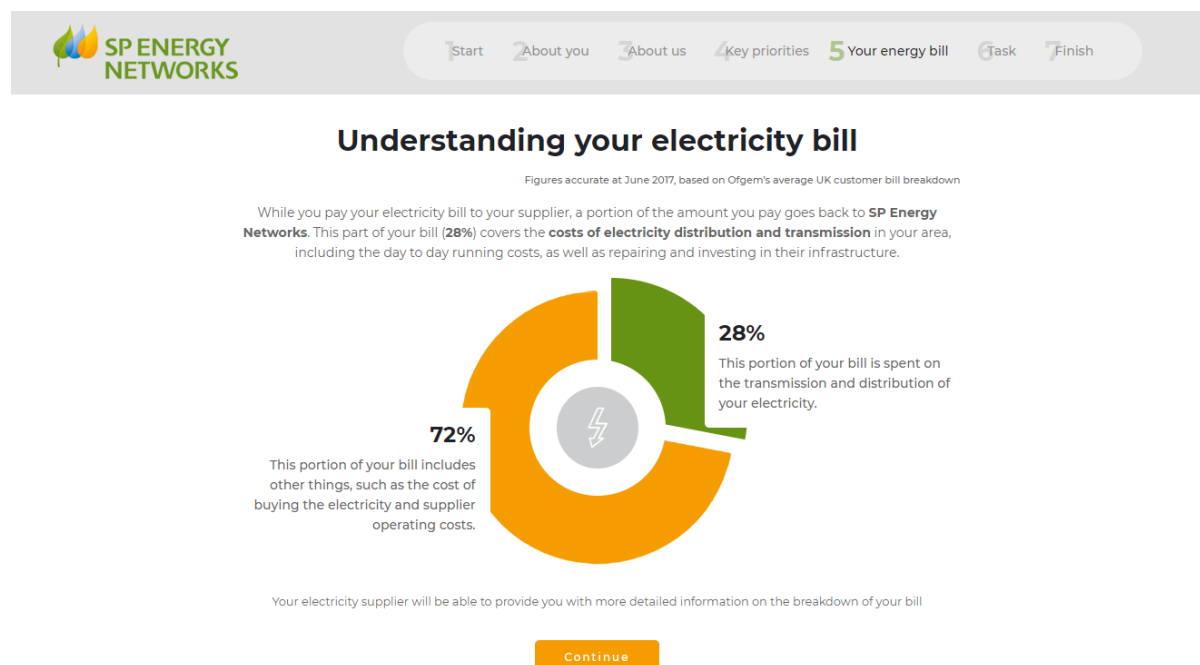
Please drag and drop the statements into the order you think SP Energy Networks should prioritise them, where the top of the list is 'most important' and bottom is 'least important'.

- Taking a role in tackling household energy efficiency
- Mitigating the visual impact of overhead lines
- Investing to facilitate future needs, such as electric vehicles and more renewable energy
- Improving service to customers who have the most power cuts
- Improving the resilience of the electricity network to major events (storms, floods, cyber-attack)
- Investing in innovation, to create a more efficient, sustainable electricity network with lower costs
- Investing to build a more sustainable electricity network and reducing environment impact
- Improving support to customers living in difficult circumstances

MOST IMPORTANT

LEAST IMPORTANT

**Figure 4: Digital tool: Electricity bill breakdown**



Research was carried out with a sample size of **999** consumers spanning a large geographical footprint, rather than those specific to our SP Transmission network area.

#### **4.2.1 Findings**

Research findings from the customer priority workshops and the SPEN pilot Willingness to Pay digital tool can be found in **appendix 1**.

### **4.3 Understanding SP Transmission**

Sharing best practice and learning from other utilities such as a review of the water industries approach to consumer engagement throughout the PR19 business planning process, we identified an opportunity to host an 'Understanding SP Transmission' workshop with consumers to gain an understanding of to what extent consumers understand who we are as a business and how we are financed. This piece of research also involved gaining an understanding of how this information can be most effectively communicated to a consumer audience which helped shape and co-design content throughout RIIO-T2 research and engagement.

#### **4.3.1 Research methodology**

Research took the form of roundtable workshops, with SP Transmission representatives presenting information to attendees and encouraging discussion among participants. Table discussions were facilitated by independent moderators from Explain Market Research. Research participants all resided within the SP Transmission network area and consisted of individuals from a variety of different socio-economic backgrounds. In addition, we ensured a small sample of participants were specifically recruited to represent 'future consumers' to gain feedback and insight from this group as future bill payers.

#### **4.3.2 Findings**

Research findings from the 'Understanding SP Transmission' workshop can be found in **appendix 2**.

## **5.0 PHASE TWO: CO-CREATION**

Our next phase of research was the co-creation of our business plan priorities with stakeholders. This involved in-depth research with consumers around their Willingness to Pay for service attributes as well as interviews with informed stakeholders representing the voice of a large consumer groups. Throughout this phase we also hosted a series of stakeholder conferences, events, bilaterals and consultations groups on business area specific topics.

### **5.1 Transmission wide Willingness to Pay research**

In early 2019, along with the other two Transmission Operators, we commissioned a GB wide Willingness to Pay study to measure the value domestic and non-domestic customers place on the electricity transmission network in relation to the service provided. To achieve this, NERA Economic Consulting created a series of stated preference (SP) surveys to derive valuations from consumers' stated choices about trade-offs in services provided and changes in consumer energy bills. Explain Market Research then carried out survey testing and fieldwork to ensure this was carried out independently by an experienced research team.

#### **5.1.1 Research methodology**

This research project consisted of **four** main components, highlighted below:

1. Set up and design of the survey, defining service attributes, designing and building the survey and selecting the stated preference (SP) technique;
2. Survey testing, through cognitive interviews, pilot fieldwork, and analysis of pilot results;
3. Fieldwork, consisting of face-to-face interviews and online surveys; and
4. Quantitative analysis of the fieldwork data to derive Willingness to Pay estimates and conduct sensitivity and robustness checks and reporting.

#### **5.1.2 Findings**

Research findings from the Transmission wide Willingness to Pay study carried out by NERA Economic Consulting can be found in **appendix 3**.

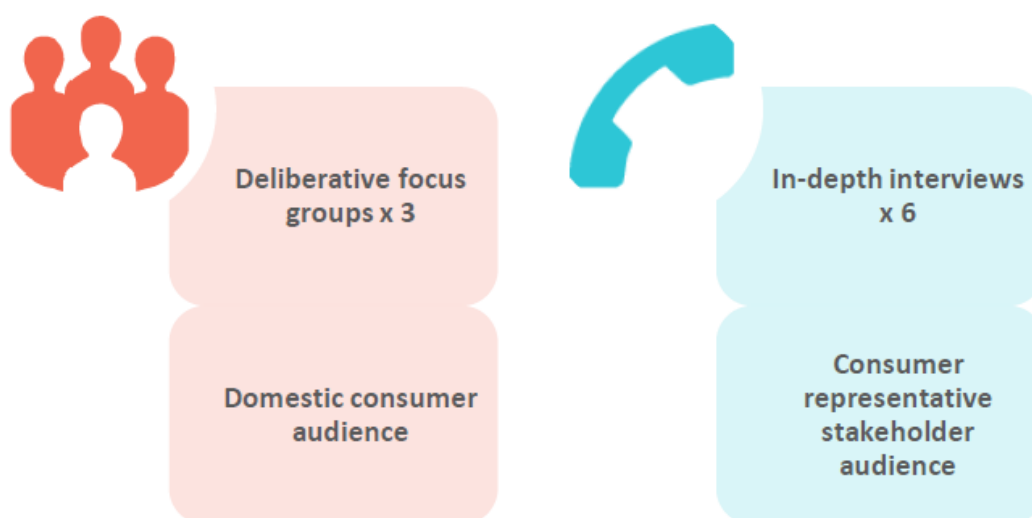
### **5.2 SP Energy Networks specific Willingness to Pay research**

In May 2019, working with Explain Market Research we commissioned a SP Energy Networks specific Willingness to Pay study to conduct a qualitative review of aspects of our business plan. Due to research undertaken during the Transmission wide study covering a large number of participants, we made the decision to carry out research with a smaller number of consumers but ensured samples were made up from varying demographics to be representative of our consumer base. We also engaged with industry experts on aspects of our business plan to provide qualitative insight into their views on what they think we should be focusing on during RIIO-T2.

#### **5.2.1 Research methodology**

Through this research, we aimed to support the quantitative outputs of the joint Transmission wide Willingness to Pay study with further research in this area, taking a primarily qualitative approach. We carried this out through two strands of research to ensure we engaged with both domestic consumers and consumer representative stakeholders. Throughout our SP Energy Networks specific research we held **three** consumer focus groups, engaging **28** consumers recruited on street and carried out in-depth interviews with **six** key industry stakeholders, as outlined in **Figure 5**.

**Figure 5: SP Energy Networks Qualitative Willingness to Pay research**



These two strands of research have been further outlined in section 5.3 and 5.4 below.

### **5.3 Deliberative consumer focus groups**

Three deliberative focus groups were conducted with consumers within the SP Transmission network area, held in Edinburgh, Dumfries and Dunfermline. Similar to previous RIIO-T2 research activity, electricity bill payers from varying age and socio-economic groups were invited to participate.

#### **5.3.1 Research methodology**

Focus groups were led by an experienced qualitative Explain Market Research moderator following a discussion guide we co-created using their expert guidance. We used a mixture of presentations and short videos related to aspects of our business to aid consumer understanding to enable more accurate insight from informed discussions. Throughout each focus group session, short presentations of key information were given by a SPEN representative along with supporting videos. Each focus group was audio recorded with the permission of all attendees and transcribed to be used as the basis of thematic analysis. In addition, worksheets from all groups were collated to allow for analysis and reporting.

### **5.4 In-depth stakeholder interviews with consumer representatives**

In order to gain insight from industry experts, we carried out **six** in-depth interviews with key stakeholders via telephone interview, supported by an online task.

#### **5.4.1 Research methodology**

To gather a wider perspective, in-depth interviews were conducted with consumer representative SP Transmission stakeholders, who we identified as possessing expertise in the sector and who were also well placed to provide commentary from an end-user perspective. A database of contacts which satisfied the criteria was developed and research took place via telephone interview. Refer to **Table 6** for information on each consumer representative stakeholder.

## 5.5 Findings from SP Energy Networks specific Willingness to Pay research

Research findings from the SPEN specific Willingness to Pay consumer focus groups and stakeholder interviews can be found in **appendix 4**.

## 5.6 Comparison of overall business plan priorities

The following table brings the overall ranking of the attributes from each audience engaged through our SP Energy Networks specific Willingness to Pay research together for comparison.

**Table 9: Comparison of Willingness to Pay priorities – Explain**

Qualitative review of Willingness to Pay (Explain Market Research)		
Ranking	Consumers (28)	Consumer representative stakeholders (6)
1	A reliable transmission network - reducing of the risk of power cuts	Investing in infrastructure to connect renewable generation
2	Investing in innovation projects to create future benefits, including cost reductions	A reliable transmission network - reducing of the risk of power cuts
3	Investing in infrastructure to connect renewable generation	Investing in innovation projects to create future benefits, including cost reductions
4	Recovering more quickly from blackouts	Investing in electric vehicle charging infrastructure
5	Investing in electric vehicle charging infrastructure	Recovering more quickly from blackouts
6	Improving the environment at transmission sites	Supporting local communities
7	Supporting local communities	Improving the visual impact of existing overhead lines
8	Improving the visual impact of existing overhead lines	Improving the environment at transmission sites
9	Putting existing overhead lines underground	Putting existing overhead lines underground

As a Transmission Operator we have limited direct contact with end consumers, we therefore made use of pre-existing, well established consumer representative groups. We took the opportunity, albeit on a smaller scale, to compare consumer representative results and results from end consumers. While both groups provided slightly different results, both stakeholder groups rated having a reliable transmission network as a high priority.

Based on the results from the joint Transmission wide Willingness to Pay research, NERA calculated the average ranking of priority areas among domestic electricity consumers as follows;

**Table 10: Ranking of Transmission wide Willingness to Pay priorities**

Joint Transmission wide Willingness to Pay (NERA Economic Consulting)	
Ranking	Domestic electricity consumers
1	Supporting local communities
2	Minimising electricity bills
3	Protecting the local environment
4	Supporting innovation
5	Minimising disruption to electricity supply
6	Fighting climate change

## 5.7 Overall observations from our Willingness to Pay research

While we honoured the commitment to carry out robust Willingness to Pay research with consumers and wider stakeholders, we have not been able to solely rely on the results generated from the Transmission wide Willingness to Pay study. This is, in part due to the values assigned to each service attribute being excessively high and exceeded the provisions transmission operators would charge for such service attributes.



We overcame this by carrying out our own SP Energy Networks specific Willingness to Pay research in conjunction with Explain Market Research. The values and insight generated through this research enabled us to more effectively align results with RIIO-T2 investment related decisions.

## 6.0 HOW WE ENGAGED TO INFORM THE DEVELOPMENT OF OUR BUSINESS PLAN

As detailed in our 'Co-creating the plan with our Stakeholders' chapter, we carried out robust and extensive engagement with a wide range of stakeholders including consumers, end-users and wider stakeholders to ensure engagement on our business plan was inclusive and tailored to our RIIO-T2 specific areas. **Table 11** provides a high level overview of our engagement activity including purpose, target audiences and engagement reach.

**Table 11: RIIO-T2 Engagement Activity**

Activity	Engagement purpose	Target audiences	Timeline	Reach
<b>Online engagement</b>				
RIIO-T2 online engagement	Online engagement relating to RIIO-T2 information	Consumers Informed stakeholders Transmission User Group	April 2017 – December 2019	<b>109,909</b>
#ChallengeOurPlan online campaign	Online campaign for promotion and information sharing around RIIO-T2	Consumers Informed stakeholders Transmission User Group	October 2018 – December 2019	<b>34,118</b>
<b>Engagement events, bilaterals and surveys</b>				
Conferences, Events and Stakeholder Consultations	Conferences, events and stakeholder consultations to engage on RIIO-T2	Consumers Informed stakeholders Transmission User Group	April 2017 – December 2019	<b>2,285</b>
Willingness to Pay digital tool	Consumer testing and preliminary insight on Willingness to Pay	Consumers Transmission User Group	Q1 2017	<b>999</b>
Understanding SP Transmission workshop	Workshop to gauge consumer level of understanding of our business and understand how we are financed	Consumers	February 2019	<b>32</b>
Transmission wide Willingness to Pay workshops	To estimate domestic and non-domestic consumers' Willingness to Pay for improvements in the service provided by Transmission Operators	Consumers	May 2019	<b>1,600</b>
Consumer Willingness to Pay focus groups	A qualitative review of attributes of our draft business plan to help support understanding and provide evidence base around outputs of the Transmission wide Willingness to Pay research.	Consumers	May – June 2019	<b>28</b>
Interviews with consumer representatives	In-depth interviews with informed stakeholders representing stakeholders from consumer groups, academia, development trusts and communities.	Informed stakeholders Transmission User Group	July – November 2019	<b>15</b>
RIIO-T2 Business Plan acceptability research	To understand acceptability of our business plan and proposed outputs prior to the final submission.	Consumers Informed stakeholders Transmission User Group	September 2019	<b>1,616</b>
Cost of Equity research	Final research event with consumers on our Cost of Equity (CoE).	Consumers	November 2019	<b>276</b>

A full breakdown of our RIIO-T2 engagement can be found in **appendix 5**.

## 7.0 OUR ENGAGEMENT IN NUMBERS

Throughout our RIIO-T2 planning, we tracked and managed our engagement with stakeholder to enable us to quantify the reach of our engagement through events, bilaterals and surveys as well as our online engagement through the #ChallengeOurPlan campaign, press and social media. In **figure 6** below, we have quantified this, separating figures out into those we engaged with through events, bilaterals and surveys and the total number of social media impressions and page views relating to RIIO-T2 information and our #ChallengeOurPlan campaign.

**Figure 6: Our RIIO-T2 Engagement in Numbers**

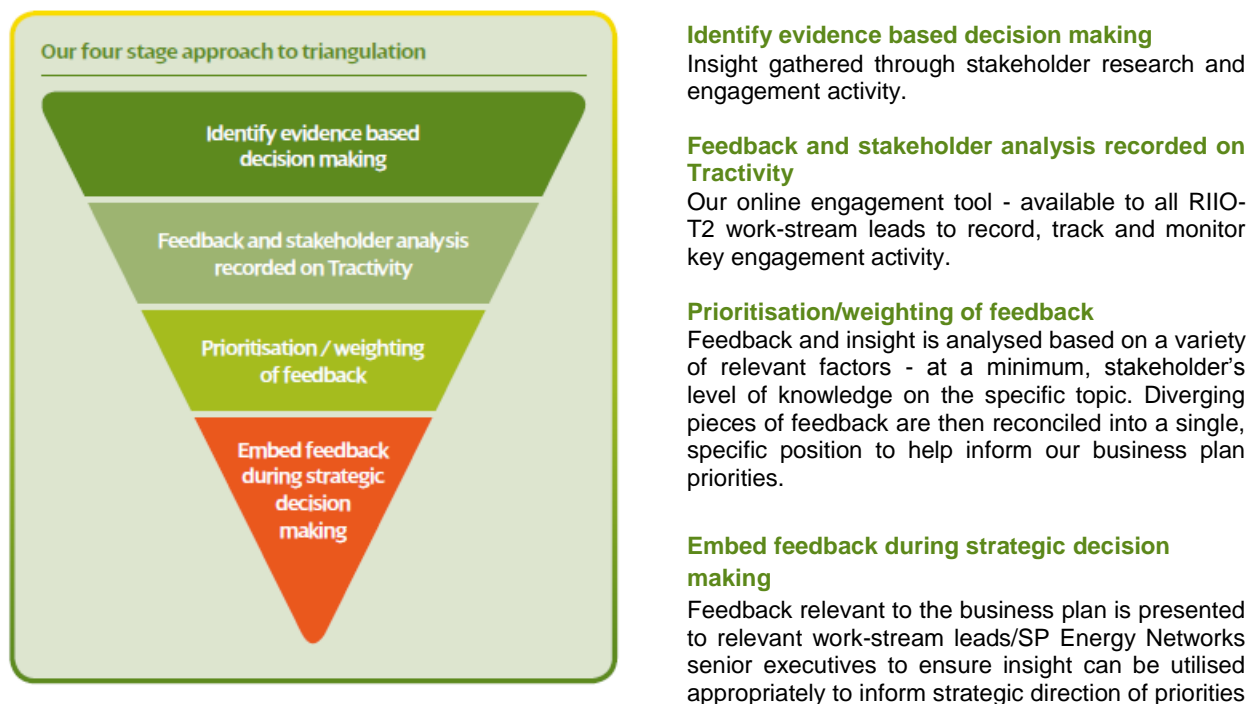


## 8.0 TRIANGULATION METHODOLOGY

We understand not all consumers, network users or wider stakeholders have the same views on our business priorities therefore, working with specialist partners, we created and implemented a triangulation methodology to ensure we adopted a consistent and fair approach to the way we make any trade-offs to deal with differences in opinion or decision making.

Triangulation is a means by which an alternative perspective is used to challenge, validate or extend current research findings and is often used to overcome any divergence in opinion or decision making. We created a four-staged approach to our triangulation methodology, detailed in **figure 7** which also outlines key considerations we had to make during each stage of the process.

**Figure 7: Our Four Staged Approach to Triangulation**



This approach to triangulation ensures engagement with our stakeholders has influenced every stage of our business planning process and insight has been effectively woven through as a 'golden-thread' throughout our RIIO-T2 Business Plan.

## **8.1 Triangulation in action**

In our 'Co-creating the plan with our Stakeholders' chapter, we have detailed examples of triangulation in action. We also created a 'triangulation tracker' which consisted of a database of comments and feedback from a wide variety of stakeholders throughout our RIIO-T2 planning process. The tracker clearly states how we have taken on board feedback, how this has influenced our business plan as well as detailing instances where we have not implemented this feedback and the reasons for this.

## **9.0 HOW STAKEHOLDER VIEWS STEERED THE DIRECTION OF OUR BUSINESS PLAN**

To highlight our engagement throughout our whole business plan, we have included stakeholder summary pages at the beginning of each chapter to demonstrate how our engagement with stakeholders across our RIIO-T2 planning period has been heavily informed by our stakeholders. As outlined through our triangulation methodology, we understand consumers, network users and wider stakeholders also may not agree on the direction of our business and strategic decisions we set out to achieve. Therefore, through these summary pages we have provided information as to how such stakeholder views have directly driven changes throughout our business plan.

## **10.0 PHASE THREE: BUSINESS PLAN ACCEPTABILITY**

The final phase of our RIIO-T2 research was to uncover insight into acceptability of our final business plan through Willingness to Accept research to test consumer and stakeholder acceptability of what set out to deliver in our business plan for RIIO-T2 and our associated bill impact. Our acceptability research took a two strand mixed methodology approach; a digital tool to gather insight to a large volume of GB electricity consumers and in-depth interviews with industry consumer representative stakeholders.

### **10.1 Acceptability testing – digital tool**

In conjunction with our specialist partners, we built a bespoke online survey tool which featured a series of short videos to introduce SP Transmission, the business plan process and each topic area. Respondents were ultimately asked if they ‘accept’ our RIIO-T2 Business Plan based on the information they were presented with.

#### **10.1.1 Research methodology**

The primary methodology used for this research was a survey which was completed through a bespoke online tool. The tool consisted of four videos which outlined the role of SP Energy Networks and SP Transmission, why a business plan has to be submitted, the key points of the plan, as well as open and closed questions designed to capture respondent’s acceptability of each aspect of the plan. The final closed question acted as the overall acceptability question.

### **10.2 Acceptability testing – in-depth stakeholder interviews**

Similar to our interview approach during the ‘co-creation’ research phase, we held in-depth interviews with **nine** informed stakeholders who represent the voice of large consumer groups and organisations. Stakeholders were also asked to complete the online tool prior to interviews, with their responses referenced throughout.

### **10.3 Acceptability testing – Cost of Equity (CoE)**

Our final piece of research was conducted in November 2019 and consisted of additional business plan acceptability testing specifically around our Cost of Equity (CoE) following feedback from Ofgem’s Consumer Challenge Group. Again, we carried out this research via an online digital tool to allow for national reach, with **276** consumers taking part.

### **10.4 Findings from our RIIO-T2 Business Plan acceptability research**

Through our acceptability research, we engaged with a total of **1,901** consumers and stakeholders not only across our network area in central and Southern Scotland, but we extended our research to be inclusive of GB wide consumers. We did this to ensure our RIIO-T2 Business Plan was inclusive of the views of GB wide consumers and stakeholder representatives.

Research findings from our RIIO-T2 Business Plan Acceptability testing including results from our Cost of Equity research can be found in **appendix 6** and **7**.

# Co-creating the plan with our Stakeholders

Our Programme of Transmission User  
Group Engagement for RIIO-T2  
(2017 – 2019)

## **1 INTRODUCTION**

Since RIIO-1, there has been a step change in stakeholder engagement activities. Ofgem have been clear that they are expecting a further shift in the approach and application of stakeholder engagement in RIIO-2. This annex provides further detail and support to our stakeholder engagement activities particularly by detailing the activity of SP Energy Networks' independent Transmission User Group, referred to as the Transmission User Group.

## **2 TRANSMISSION USER GROUP**

The Transmission User Group was created to include traditional as well as non-traditional stakeholders, such as transmission customers, academics, industry experts and consumer representatives. The purpose of the group was to provide formal, expert challenge and input on whether our business plan addresses our users and stakeholders' wants and needs.

The group met on a monthly basis throughout the year and were free to bring in any external advisors from other organisations, such as Citizens Advice and the Scottish Government to inform their review of the RIIO-T2 Business Plan.

## **3 TRANSMISSION USER GROUP MEMBERS**



### **Chair: The Rt Hon Charles Hendry**

The former Energy Minister has been appointed as independent Chair of the Transmission User Group for SP Energy Networks. Charles was Conservative Member of Parliament for Wealden from 2001-2015 and was Minister of State for Energy from May 2010 until September 2012. He was previously the Conservative Party's spokesman on energy issues, from 2005-2010, holding the portfolio for longer than any other spokesman.

On leaving Ministerial office, Prime Minister David Cameron appointed him as his Trade Envoy to Azerbaijan, Kazakhstan and Turkmenistan, a role he continued until leaving Parliament in 2015. He was subsequently Commissioner of the UK Pavilion at Expo 2017 in Kazakhstan on the theme of Future Energy.

Since leaving Ministerial office, he has been appointed as a Visiting Professor at the University of Edinburgh Business School, as President of the British Institute of Energy Economics, and as Patron of the Nuclear Institute.

He works extensively across the energy and trade sectors. He is a Director of the London Group, where he heads up the company's search for investment opportunities in emerging energy technologies.

Charles was educated at the University of Edinburgh, where he received an Honour's Degree in Business Studies. He is a University Regent and also an Honorary Fellow of the Energy Institute.



### **Rob Cormie**

Over 25 years of commercial experience primarily in the energy & financial services industry as a project financier, corporate finance adviser and board member in the public and private sectors. His experience covers in depth knowledge of the energy & infrastructure industry where he has specialised for the past 20 years and culminated as one of the original leadership team of the Green Investment Bank where he was de facto Chief Operating Officer. He has been a board member of an AIM Listed PLC, company secretary and a partner at KPMG.

He has recently stepped down as the Chief Operating Officer of a disruptive energy technology company based in Edinburgh to focus on a wider portfolio of activities.



### **Martin Kearns**

Martin Kearns received a B.Eng. degree in electrical and electronic engineering from Strathclyde University, UK in 1990. Since then, he has worked in the UK nuclear industry and is currently the Chief Electrical Engineer in EDF Energy, Nuclear Generation. He is a Chartered Engineer and Fellow of the IE.



### **Julian Leslie**

Julian has spent 26 years working for National Grid both in the UK and the US businesses. Much of this time has been in the Electricity System Operator (ESO) performing many functions across the ESO. Julian is currently Head of Networks and is responsible for the future development of the GB transmission network, all access and contracts for new and existing connections, ensuring that the network is operable in the short and long term and compiling all of the data and models that underpin these activities.

The key developments in these activities is a move to a whole electricity system approach and identifying ways in which the investment and development of the network delivers the best value to consumers.





### **Angela Love**

Angela Love has over 25 years' experience of the UK/EU gas and electricity markets. She started her career in Scottish Power, in commercial and financial roles, latterly as UK Strategy and External Affairs Manager for Scottish Power's non-price regulated businesses - generation, trading, retail and renewables.

Angela has been a consultant for 12 years, advising clients on His responsibility includes Health and Safety management, market arrangements across gas, electricity and water and developing business strategies. Angela past roles include Chairman of the Gas Forum and the Energy Networks Association's Director of Gas, Communications and European Affairs. She is a Trustee of the Gas Safe Charity and member of Ofgem's SECV Panel for 2 years.



### **David Ritchie**

David is an Associate Director with AECOM specialising in environmental planning and Environmental Impact Assessment (EIA). He has been involved in the power sector since the start of his career supporting a range of projects including generation, transmission and distribution as well as interconnectors through different stages of development.

This includes feasibility, option appraisal including route and/or site selection, planning, consultation with a wide range of stakeholders as well as the public and construction. Most recently David has been involved in a number of interconnector projects including links from the UK to Germany, France and Denmark.



### **Andrew Robertson**

Andrew Robertson is a Chartered Electrical Engineer who has worked within the Electricity Supply Industry for 28 years. He has extensive project management and system design experience at all voltages from 11kV to 400kV and HVDC.

Andrew was appointed by SSEN as Head of Operational Technology, with responsibility for the management and development of the industrial control systems which operate the distribution and transmission networks, including the associated telecommunications and hardware. He was also appointed as Design Authority for the distribution businesses of SSEN.





### **Dan Thomas**

Dan is responsible for Banks Group's operational portfolio of renewable generation projects and the delivery of new grid connections for projects in development. The present Banks Group operational portfolio totals 84MW of onshore wind generation in Yorkshire and the North of England. With projects in Scotland that are presently in construction this will grow to over 220MW by early 2019.

His responsibility includes Health and Safety management, His responsibility includes Health and Safety management, asset performance and management of grid risks on transmission and distribution connected projects. Dan has worked in the power industry for twenty-four years in roles with Alstom, Econnect, EDF Energy Networks and Midlands Electricity. Dan is a Chartered Electrical Engineer and is a member of the Renewable UK Grid and Systems group. Dan lives in Hexham with his family. This will be for the best of the group.



### **Prof. Karen Turner**

Karen is Director of the Centre for Energy Policy at the University of Strathclyde International Public Policy Institute. She has previously held academic posts at in the Economics Departments at Heriot-Watt, Stirling and Strathclyde Universities. Karen was one of six ESRC Climate Change Leadership Fellows and her main research interests in modelling the economy-wide impacts of energy and climate policy.

The main focus of her current work is investigating economy-wide rebound effects and macroeconomic impacts of energy efficiency enhancing and/or carbon reduction technologies such as CCS. Karen is Principle Investigator on the EPSRC 'Working with the [EUED] Centres project titled 'Energy Saving Innovations and Economy-wide Rebound Effects.

## 4 RECRUITMENT PROCESS



Former Energy Minister, The Rt Honourable Charles Hendry was recruited from an initial long list of 33 possible Chairs for the Transmission User Group.

To begin, SPEN worked with internal and external stakeholders to compile a long list of potentially suitable Chairs from existing stakeholder networks and from a Job Advert posted publically on our website, social media and ScottishPower group recruitment channels. We then tested several candidates informally with Ofgem to understand what their requirements were for an ‘independent Chair’.

We worked with our Directors and CEO to narrow this down in accordance with Ofgem requirements. Throughout the process, we engaged with Sia Partners to assure the process we took was impartial and robust and would stand up to external and Regulator scrutiny.

To recruit Group members, we worked with Charles Hendry and Sia Partners to map across different stakeholders in accordance with the Ofgem Guidance Document. The role of the Transmission User Group member was advertised externally on our website, social media and ScottishPower group recruitment channels.

We scored candidates and gradually reduced the number, whilst ensuring there were no gaps in knowledge. Charles Hendry reserved the right to select all members, to ensure a truly independent Transmission User Group.

In August 2018 we notified Ofgem of our Transmission User Group members, initial meeting date and agenda for completeness. The Transmission User Group was established in the timelines set by Ofgem in the Enhanced Stakeholder Engagement Guidance.

## **5 GOVERNANCE AND ASSURANCE**

The Transmission User Group operates independently from SP Energy Networks and Ofgem and reports directly to Ofgem.

This independence is ensured by:

- Having a Group Chair and members who are clearly independent from SPEN
- Having carried out a detailed conflict of interest check
- Having a process in place for raising concerns about a member's independence
- Having a process in place for raising concerns about the Chair's independence

The Transmission User Group report to, and are governed in the following ways:

- The Chair has access to the SPEN Board if needed
- The Chair facilitates discussions of the Group and between the Group and SPEN to ensure that all members have an opportunity to contribute to discussions and to challenge the business
- The Group will have a working relationship with the RIIO-T2 team and the SPEN Stakeholder Engagement Manager
- The Chair will act as a link between the Group and SPEN, and between the Group and Ofgem

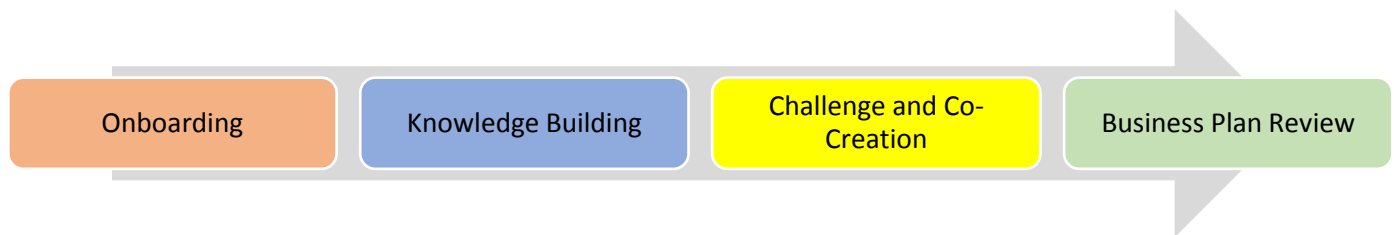
The Chair acts in an independent capacity and heads up the entire Group. The Chair's focus is on:

- Providing direction for the Group's development and interaction with SPEN
- Being independent of SPEN
- Leading the challenge on SPEN's activities, engagement and business plan
- Acting as a spokesperson, taking an independent viewpoint and encouraging members to engage and work together
- Leading the Group's interaction with Ofgem

### Additional Governance

- The Group review the Terms of Reference at every meeting
- All Transmission User Group meetings are minuted and a redacted version is published on the SPEN website
- The Transmission User Group carries out a conflict of interest check at the start of every meeting
- A process is in place to raise any concerns regarding Member or Chair independence
- SPEN issue the agenda and all meeting materials one week prior to the Transmission User Group meeting
- The Group reserve the right to ask SPEN staff to leave at any time during the meeting

## 6 UPDATES FROM TRANSMISSION USER GROUP MEETINGS



The Transmission User Group followed a phased approach to learning, shaping and informing the RIIO-T2 business plan.

Initial meetings focussed on learning about SPEN and the regulatory environment in which we operate. Knowledge levels were built up, gaining an in depth understanding of methodologies, CBAs and approaches that underpin each relevant business plan area. Challenge and co-creation demonstrated the optioneering processes and wider engagement activities that had been carried out to shape and inform the business plan. The business plan review sessions focussed on feedback from the Group and demonstrated the evolution of the various business plans from draft to final submission.

Further details of each meeting and the approach taken to the Transmission User Group can be seen in the table below.

<b>Meeting 1</b>  <b>26<sup>th</sup></b> <b>September</b> <b>2018</b>	<b>Onboarding</b>	<b>Onboarding Session</b>	<ul style="list-style-type: none"> <li>Onboarding session for Group members and the Chair, bringing everyone up to a general understanding regarding SP Energy Networks, our current T1 performance, the RIIO Framework and an overview of RIIO-T2 and the challenges we are facing.</li> <li>Steve McMahon from Ofgem attended and presented on the Ofgem vision and delivery for the Group.</li> <li>Frank Mitchell was also present to welcome and thanked the members and Chair for agreeing to work with SPEN in RIIO-T2.</li> </ul>
		<b>Site Visit</b>	<ul style="list-style-type: none"> <li>The Group members were also taken on a site visit to Windyhill, to help them identify various transmission assets and visually inspect the differences between old and modernised assets.</li> </ul>
<b>Meeting 2</b>  <b>19th</b> <b>November</b> <b>2018</b>	<b>Knowledge Building</b>	<b>Load and Non Load Plan</b>	<p><b>Load Related Plan</b></p> <ul style="list-style-type: none"> <li>Key issues which are being considered in T2 – new generation, demand changes, system resiliency, whole system approach.</li> <li>The approach we have taken – engagement with stakeholders, use of energy scenarios, system analysis, connections applications</li> </ul> <p><b>Non-Load Related Plan</b></p> <ul style="list-style-type: none"> <li>Overview of asset condition strategy and the use of condition data</li> <li>Process to determine risks to be managed</li> <li>Innovation Strategy</li> <li>O&amp;M activities and plan creation</li> <li>Physical and cyber security</li> </ul>

<b>Meeting 3</b>  27th January 2019	<b>Knowledge Building</b>	<b>Finance</b>	<ul style="list-style-type: none"> <li>How is SPEN / SPT revenue calculated?</li> </ul>
		<b>Incentives</b>	<ul style="list-style-type: none"> <li>Review of current incentive mechanisms in RIIO-T1</li> <li>Overview of proposals for RIIO-T2</li> </ul>
		<b>Black start</b>	<ul style="list-style-type: none"> <li>Group provided with an introduction and overview of black start</li> <li>Understand the challenges coming to SPT</li> <li>Recent NESOS study</li> </ul>
		<b>Guest presentations</b>	<ul style="list-style-type: none"> <li>Guest presentation from Citizens Advice (England and Wales)</li> <li>Guest presentation from Scottish Government (Simon Gill)</li> </ul>
<b>Meeting 4</b>  21st February 2019	<b>Knowledge Building</b>	<b>Environment and Sustainability</b>	<ul style="list-style-type: none"> <li>Overview of how we have embedded environmental and sustainability in the development of our investment plans.</li> <li>Approach to engineering challenges and environmental priorities</li> </ul>
		<b>Innovation</b>	<ul style="list-style-type: none"> <li>Overview of Key SPEN Incentives activities</li> <li>Helping shape proposals for what our incentives should look like going forward</li> </ul>
<b>Meeting 5</b>  19th March 2019	<b>Challenge and Co-Creation</b>	<b>Load and Non Load Update</b>	<ul style="list-style-type: none"> <li>Plan Details</li> <li>Individual Schemes and areas of expenditure</li> <li>Wider Considerations (e.g. sustainability)</li> </ul>
<b>Meeting 6</b>  11th and 12th April 2019	<b>Challenge and Co-Creation</b>	<b>Day 1: An Update from our Network Planning and Regulation Director</b>	<ul style="list-style-type: none"> <li>Review of Control System Replacement</li> <li>Workforce Resilience</li> <li>A Review of SP Energy Networks' Business Plan and Planning Process</li> <li>Black Start – Accelerating Recovery</li> <li>Concluding Proposals for Load including draft financials</li> </ul>
		<b>Day 2: Indirect costs overview - A July View</b>	<ul style="list-style-type: none"> <li>Concluding Proposals for Non Load including draft financials</li> <li>Transmission User Group workshop – Setting the structure for the Transmission User Group Report</li> </ul>
<b>Meeting 7</b>  17th May 2019	<b>Challenge and Co-Creation</b>	<b>Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>Review of RIIO-T2 Output Incentives.</li> <li>Stakeholder Engagement Willingness-to-Pay Update</li> </ul>
		<b>Cyber / Physical Security</b>	<ul style="list-style-type: none"> <li>Update on physical security</li> <li>Cyber security</li> </ul>
		<b>Deliverability</b>	<ul style="list-style-type: none"> <li>Update on Deliverability</li> <li>Business Plan Collation</li> <li>Update on SPEN RIIO-T2 Commitments</li> </ul>

<b>Meeting 8</b>  <b>10th June 2019</b>	<b>Business Plan Review</b>	<b>Business Plan Review</b>	<ul style="list-style-type: none"> <li>Review of RIIO-T2 Business Plan with work area leads</li> </ul>
		<b>Willingness-to-Pay</b>	<ul style="list-style-type: none"> <li>Review of Willingness-to-Pay materials to be used in stakeholder</li> </ul>
<b>Meeting 9</b>  <b>8th July 2019</b>	<b>Business Plan Review</b>	<b>Future Energy Scenarios</b>	<ul style="list-style-type: none"> <li>Deep dive on Future Energy Scenarios</li> </ul>
		<b>User Group Final Report</b>	<ul style="list-style-type: none"> <li>Transmission User Group prepare User Group July submission</li> </ul>
<b>Meeting 10</b>  <b>12th August 2019</b>	<b>Knowledge Building</b>	<b>Site Visit</b>	<ul style="list-style-type: none"> <li>Site visit to Hunterston (hosted by EDF) and Western Link</li> </ul>
<b>Meeting 11</b>  <b>23rd September 2019</b>	<b>Business Plan Review</b>	<b>July Draft Business Plan Review</b>	<ul style="list-style-type: none"> <li>Review of July feedback now reflected in October draft</li> </ul>
		<b>October Business Plan feedback review</b>	<ul style="list-style-type: none"> <li>Review of Transmission User Group feedback on October draft business plan</li> </ul>
		<b>Incentives</b>	<ul style="list-style-type: none"> <li>CES attended to discuss external view on proposed incentives package</li> </ul>
<b>Meeting 12</b>  <b>29th and 30th October 2019</b>	<b>Business Plan Review</b>	<b>October Business Plan feedback review</b>	<ul style="list-style-type: none"> <li>Updates on changes to the plan from October to December</li> <li>Review of whole business plan by User Group 'lead' and 'buddy'</li> </ul>
<b>Meeting 13</b> <b>29th November 2019</b>	<b>Business Plan Review</b>	<b>October Business Plan feedback review</b>	<ul style="list-style-type: none"> <li>Updates on changes to the plan from October to December</li> </ul>
		<b>User Group Final Report</b>	<ul style="list-style-type: none"> <li>Finalising User Group report and meeting with Frank Mitchell, CEO</li> </ul>
<b>Meeting 14</b>  <b>16th December 2019</b>	<b>Business Plan Review</b>	<b>User Group Final Report</b>	<ul style="list-style-type: none"> <li>Finalising User Group report</li> </ul>

Minutes and actions from the Transmission User Group can be found in appendix 8 – 21.

## **7 TRANSMISSION USER GROUP OUTPUTS**

The main output of the RIIO-T2 Transmission User Group is their independent report which is submitted to Ofgem's Consumer Challenge Group on 22<sup>nd</sup> December 2019. The User Group have commissioned an independent report writer from the University of Strathclyde to prepare their report.

A Challenge Log was updated following every meeting, with key issues and challenges captured from the Transmission User Group and fed back to the business. The Transmission User Group agreed timelines for feedback and the log was issued to SP Energy Networks staff. Any issues that required further clarification or a more detailed discussion, the item was tabled on the next Transmission User Group agenda for discussion and presentation from the relevant key staff members.

The Transmission User Group challenge log can be found in **appendix 22**.

## **8 ENDURING ROLE FOR THE TRANSMISSION USER GROUP IN RIIO-T2**

The Transmission User Group will have an enduring role in RIIO-T2, the frequency and full remit is tabled for discussion at a later Transmission User Group meeting. Initial thoughts are that the ongoing role will involve, for example:

- Reviewing annual reports – e.g. – environmental reports
- Assessment of company performance under an ODI
- Feed into Ofgem assessment of company progress against their commitments during the price control

## 9 LIST OF APPENDICES

### LIST OF APPENDICES

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