

Making Connections

Our major connections
engagement strategy,
workplan and
performance outputs

Incentive on Connections Engagement (ICE)
Ofgem Submission
May 2018



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Introduction: CEO Foreword

Stakeholders and customers influence everything that we do at SP Energy Networks. From our Connections Stakeholder Panels to individual customer input and opinions on completed projects, we constantly seek feedback and use it to drive service improvement.

Our 2018 ICE submission covers a range of actions and initiatives that our stakeholders told us were important, all of which are focussed on improving the customer experience and addressing the requirements of our stakeholders. As a business, we constantly strive to innovate and improve on what we do. Our plan covers actions targeting how we deliver projects and how we interact with customers, as well as addressing the emerging challenges in the connections arena.

Stakeholder Engagement

The range and depth of our stakeholder interaction continues to grow. Across both of our licence areas, we host numerous workshops and meetings every month – engaging with more stakeholders on a greater range of activities than ever before.

We survey our customers for their detailed feedback on all aspects of our connections process, from design and quote through to project completion. At every stage we review and act on customer feedback, as well as using this data to identify emerging issues and improvement opportunities.

All of the information gathered over the last 12 months has shaped the plan that you are reading today, which serves to further strengthen the offering we provide to our customers and stakeholders.

2018/19 Plan

As a result of the positive feedback from our stakeholders this year's plan retains a similar look and feel to the 2017 plan, in order to maintain consistency, and highlights 13 actions across a range of business areas. We have identified milestones and key performance indicators for each action and will update on progress throughout the year.

Communication, Land Rights and Project Management remain key strategic areas, where we continue to develop and refine the solutions we offer to our customers.

In response to stakeholder desire for partnership working on new emerging technologies such as Electric Vehicle rollout and next generation low carbon heat maps, we have formed a number of new partnership initiatives, which are proactively driving our strategy and policy in these key areas.

Innovation

Since we laid out our strategy, we have cemented our position as leaders in innovation, delivering more value for customers than any other DNO through 27 innovation projects with 42 partners to date.

This year, we worked with stakeholders to further progress our well established improvements and our strategy of value for money, network flexibility and sustainability.

We continue to push the boundaries of innovation with a number of projects now underway to develop the distribution network of the future, including Active Network Management (ANM) technology and smart transformers, as part of a diverse portfolio of projects aimed at ensuring that the smart energy networks of the future are resilient, flexible and affordable for all. Ofgem reported that SP Energy Networks had offered more flexible connections than any other DNO and we continue to lead in this process.

We also continue to invest in our internal systems and processes. Our £40m investment in IT infrastructure went live in January 2018 aligning our financial, asset management and work management systems, which over time aims to reduce timelines and increase transparency on the cost and tasks in our customer projects.

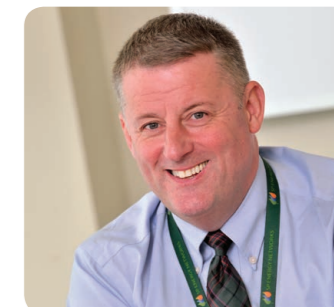
Our Broader Measure of Customer Satisfaction (BMCS) scores

The strong relationships that we have with our stakeholders remain essential to the success of our business. Our Broader Measure of Customer Satisfaction (BMCS) scores continue to improve year on year and in January 2018 the Institute of Customer Service ranked SP Energy Networks eighth place in its UK customer satisfaction index across all business sectors.

We will always strive to provide the best possible level of customer service for our customers whilst developing the tools and capabilities that our stakeholders demand from us to support their and our ambitions for a flexible energy system.



Frank Mitchell
CEO of SP Energy Networks



Spotlight on Connections: Our Strategy

Our strategy and approach for connections is an integral part of the overall stakeholder engagement strategy. Our approach for delivering, faster, less expensive and more efficient connections is set out below.

Time

Our aim is to reduce how long it takes to provide a connection offer, and the time it takes to provide the connection itself.

Timing is everything. Our customers continue to tell us how important time is to them.

They want to receive their quote quicker and their connection delivered faster.

Our customers have sent a clear and consistent message that we should make land rights and telecommunications our key areas of focus.

Appreciating the complex and evolving environment that our major connections customers work in, we now provide indicative timescales on our website (taken from average length of project over the last three years), enhancing transparency and enabling our customers to plan more effectively.

Cost

Our vision is to make the whole process more efficient, and deliver cheaper connections.

We realise that cost can make or break a project. For larger customers, it's often a key factor in a project's viability.

We make our costing clear and transparent by giving a comprehensive breakdown of costs in our connections offer letters. That way our customers know where they stand right at the start, and can make an informed choice.

Customers have a clear view of what is included in the cost of their project.

We are also committed to helping our customers understand more about the work we do for them. So we make a point of being clear and open in our communications.

To help keep costs down, we're making use of new technologies wherever we can.

Finally, the Code of Practice (CoP) has been highly successful. It has helped customers by removing barriers and ensuring they have choice in their connections provider.

Worked in partnership with the Solar Trade Association to make the connections process faster and less costly for smaller solar installations to get connected - changing our policy for small renewables to allow up to 200kVA prior to statement of works being required, freeing up this industry sector.

Satisfaction

Our aim is to communicate better with everyone involved, to be more flexible and to help enable a competitive market.

We're constantly looking to improve our business from the inside, so it delivers better service on the outside. Above all, we want to provide the best service we can.

We've doubled the number of customers surveyed each month from 30 to 60. This allows us to provide the same high standard of service for our major connections customers, as we do for the Broader Measure Customer Satisfaction customers.

This year we changed the questions used to survey our customers monthly, specifically asking questions in areas in which we know we have to improve.

This has resulted in an increase in the score from 7.2 to 7.9 and we hope this will continue to rise as we deliver improvements from our customer feedback.

We'll continue to use customer satisfaction surveys to monitor our progress and seek further improvements to our service.

Customer satisfaction surveys have also helped steer us towards the actions to include in our 2018/19 ICE plan. Crucially, they also help us to understand our customers better, so we're in touch with what they think is really important.

We work hard to support alternative connections providers operating in our licence areas too, actively supporting and promoting customer choice, making sure that anyone seeking a connection from us knows they have options.

Satisfaction has increased from 7.2 /10 to 7.9/10

"On behalf of Sohn Associates Ltd on the service we receive from SPEN on Connections Applications. The recent work on the EHV project at Oswestry exemplifies the high standard of engagement we have had with Senior Managers, Project Managers and Design staff. All are courteous, responsive, knowledgeable and constructive in discussions with us on engineering and commercial detail, including the key factors of connections costs of connections and timescales. We have always been provided with good access to accurate information in a timely manner and this has been very helpful for us and for our clients to make their investment decisions. I am sure that your plans for further improvements which you provide to us via regular events and the website will make an even greater difference."

Our Strategy for Stakeholder Engagement At the Heart of All We Do

Our aim is to continually improve how we engage with stakeholders across all aspects of our business, allowing them to influence and guide our activities, enabling us to better deliver against our vision.

Strong foundation

Our strategy is built upon the globally recognised AA1000 SES. We have fully committed to the three principles.

Inclusivity:

Our customers' opinions matter to us and we are committed to achieving better outcomes based on their insights and those of all affected by the work of SP Energy Networks.

Materiality:

We pinpoint the issues that are most relevant to us and our stakeholders and prioritise effectively.

Responsiveness:

We respond to feedback from our stakeholders and take action to improve performance.

Comprehensive and robust

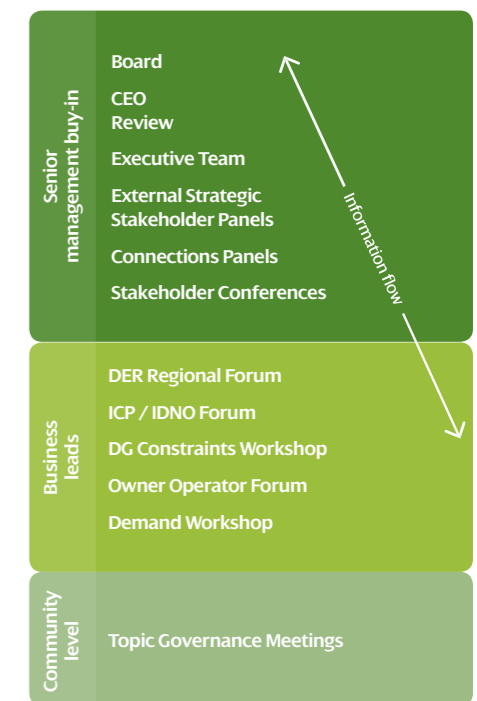
Working hand in hand with stakeholders is a vital ingredient in our business. That's why we have ensured our strategy for engagement is comprehensive and robust. Responsibility for engagement is fully embedded across our whole business and is at the heart of how we develop and deliver our services.

Governance and accreditation

Our district-based organisation and our embedded governance structure enables information sharing between all levels of the organisation. It provides several touch points throughout the formal structure to help the flow of information and feedback from the front line teams to the executive team and back again. This enables us to gather and develop strategic opinions and make decisions, implementing them in line with stakeholder feedback and themes.

Our governance structure supports compliance with the AA1000 SES. This year we engaged AccountAbility, owners of the AA1000 SES standard, to conduct a healthcheck on our performance against this standard.

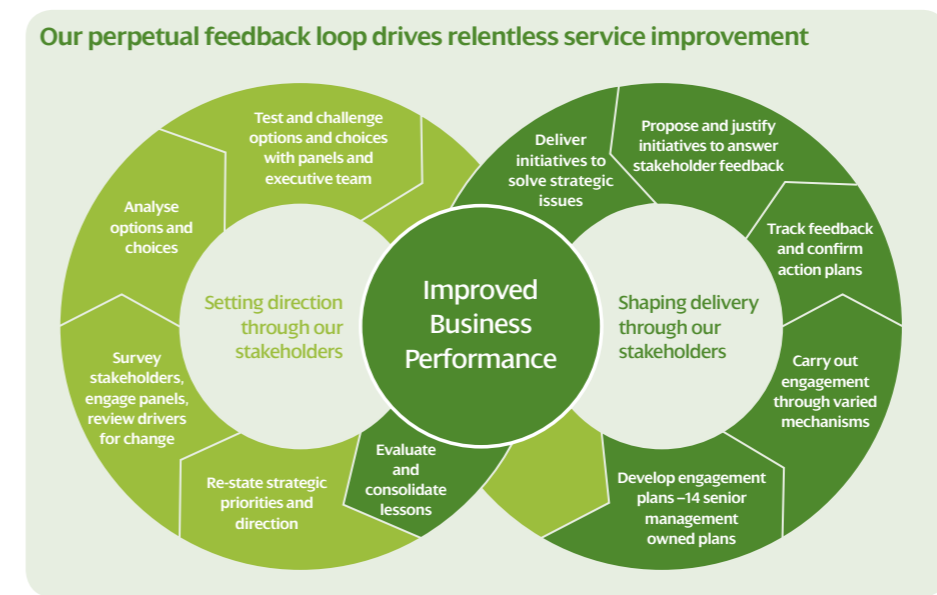
Our embedded governance structure



"SP Energy Networks demonstrated a strong performance across the various elements of AccountAbility AA1000SES, 2015. With a total score of 66%, the organisation lies within the Advanced Stage of the AccountAbility Stakeholder Engagement maturity ladder.

The score is a very strong score, notably for a first time assessment."

AccountAbility Health Check 2018



Bringing Connections Engagement to Life

Planning, Engaging and Acting

By employing our consistent four-step process, we align our engagement with the AA1000SES best practice model, prioritise our stakeholders effectively, select the right methods of engagement and turn feedback into positive outcomes for our stakeholders.

Step 1:

Identifying strategic risks

We identify and validate our stakeholders business priorities, capturing the emerging themes through a variety of mechanisms including:

- **Connections Panels**
- **Industry Working Groups and Best Practice Sharing**
- **Annual and Monthly Customer Surveys**
- **Local District Forums**
- **Face-to-face Project Meetings**

Step 2:

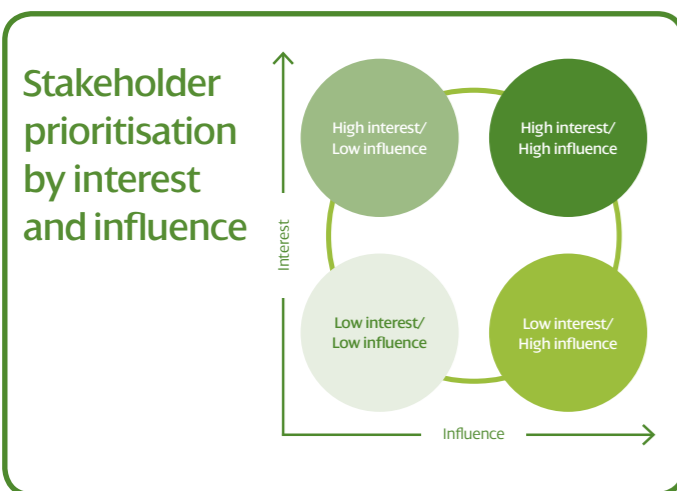
Identifying and prioritising a broad and inclusive range of affected stakeholders

Senior managers select the stakeholder groups applicable to their area from a master list of 139 categories.

From this list, they attribute a prioritisation rating to each impacted stakeholder group, based on two key criteria:

- **Interest in this subject**
- **Influence over our organisation on this subject**

The subsequent ranking produces four levels of stakeholders on our interest/influence matrix. At this stage managers also select hard to reach stakeholder groups.



Reaching further

We remain innovative in how we continue to reach a broad and inclusive range of stakeholders, not only by using our own networks, but by reaching far into our partner networks and collaborating cross-industry too.

Some examples of how we continue to develop our model and reach can be found below:

- **Survey** - all unmetered, metered and DG customers who have applied or accepted an application quote in the last year are given the opportunity to take part in our annual survey.
- **Workshops** - promoted through Electrical Networks Association (ENA), Scottish Renewables and Community Energy Wales reach a wider audience.
- **Facebook and social media** - reaching a wide variety of individuals and organisations.
- **Stakeholder panels** - review and update with any new engagement representing all market segments and covering all areas of the connections process.
- **Partnerships** - reaching community projects through partnerships with Local Energy Scotland, Welsh Government and Community Energy Scotland, also represented on our panels.
- **Joint network operator community energy days** - to reach a wider range of stakeholders.
- **Future relationships** - building future relationships with young farmers, land owners and city energy projects.



Step 3:

Informing and engaging stakeholders through a variety of mechanisms

Managers tailor engagement as appropriate to the interest and influence level of the stakeholder groups, using the spectrum of engagement types to plan their work. This ensures our engagement is targeted using a variety of appropriate mechanisms.

- **Connections Panels**
- **Partnerships with Community and Local Energy Organisations**
- **Alternative Connections Provider Workshops**
- **Constraints Workshops**
- **Owner Operator Forums**
- **Demand Workshops**
- **Face-to-face Meetings**
- **Local District Forums**
- **Exhibitions, Conferences and Industry Events**
- **Focus Groups and Surveys**
- **Industry Working Groups and Joint Distribution Network Operator (DNO) Community Energy Events**
- **Newsletters**

Step 4:

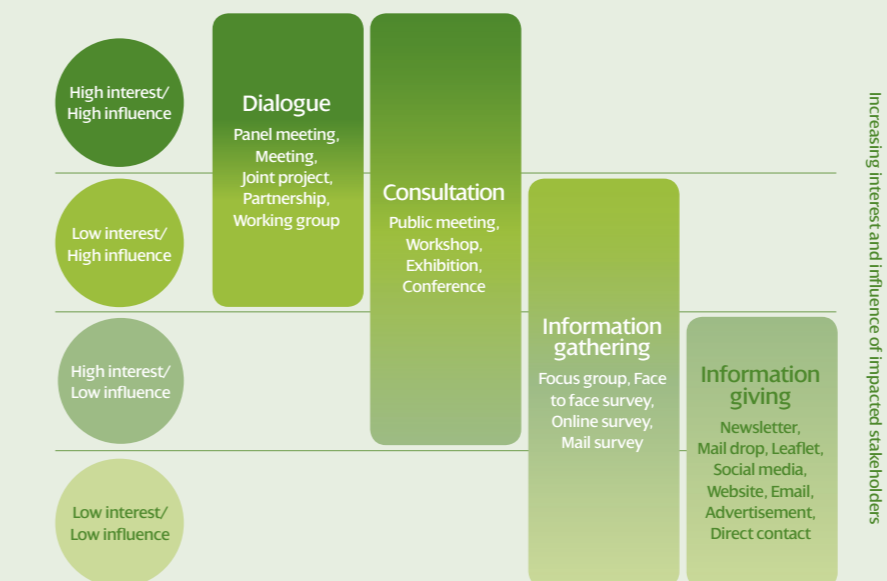
Recording feedback and taking action

Gathering feedback, analysing it and then taking the right action is where it all comes together. We place value in doing this right. We have invested in an end to end stakeholder engagement management system to help us do this more effectively and this is where we log our information, keeping us on top of stakeholder feedback and our associated actions.

We highlight the outcomes from our extensive engagement programme on the following pages.



Spectrum of engagement types



Making Connections Increasing Stakeholder Engagement Reach

We need to know that our work plans reflect what our stakeholders want, so we carry out a variety of connections engagement activities throughout the year.

In response to stakeholder feedback asking for enhanced opportunities to get involved, we have increased the number of ways to engage and reached more stakeholders than ever before.

Core engagement, such as connections stakeholder panels and in-depth annual surveys, helps us to shape our strategic direction, confirming stakeholder priorities and identifying new themes as they emerge.

Connections Stakeholder Panel

Bi annual meetings held with 55+ key players across all market segments in the connections industry - a 57% increase.

55+ Key Players
(57%) Increase

Annual Stakeholder Surveys

In-depth survey with 500 customers, and 4,800+ given the opportunity to provide views on our service and what we could be doing to improve it.

500 Customers
&
4,800+ Invited to Comment

Account Management

We have eight Account Managers who engage with a range of metered, unmetered and Distributed Generation customers on a daily basis, leading to improved customer satisfaction.

8 Account Managers

Monthly Customer Satisfaction Survey

Survey questions redesigned to give greater focus to key challenges for our stakeholders and satisfaction increased from 7.2/10 to 7.9/10.

7.9/10 For Service



Industry Events

We were key speakers at 35+ events over the past year, in which we were open to scrutiny, including the National DG Forum and Scottish Renewables Conference, Smart Energy Wales and Energy Policy for Wales.

35+ Events

District Stakeholder Panels / Community Energy Days

We reached over 300+ people at 11 community energy days and district stakeholder panels where we highlighted our plans with our district teams.

300+ People

Customer Workshops

Over 2000+ stakeholders had the chance to attend our various customer workshops, covering topics such as queue management, statement of works, battery storage, export limiting devices, electric vehicles and flexible connections in constrained areas.

2,000+ Stakeholders

District Days

132 district day opportunities for customers to meet local staff and discuss any issues.

132 District Days

Website

Our website's connection section received 98,887 hits this year alone.

98,887 Hits



Newsletters/Booklets

Over 250 guides distributed to stakeholders this year, ranging from focused connections newsletters, electric vehicle connections leaflets to information on heat pumps - all direct outputs from feedback from our engagement.

Guides to **250** Stakeholders

Social Media

We use Facebook and Twitter to deliver key messages, we have 5,664 likes and 9,792 followers.

5,664 Likes
&
9,792 Followers

Plan Endorsement

Over 1,400 Stakeholders asked to endorse our work plan.

1,400 Customers

Our 2018 Connections Stakeholder Engagement

Over the last five years we have placed particular focus on simplifying distributed generation connections on our network. We have hosted regular DG Constraints Workshops and ICP workshops to provide the latest information and updates for our customers in a rapidly changing environment.

Through constant, rich engagement with our stakeholders we are seeing strong themes and interest growing around the electrification of transport and heat.

As new low carbon technologies develop in these fields, we will be instrumental in helping our customers understand how our network will cope, and it is crucial that we have information available for our customers as they adapt to this ever changing industry.

You Said

Demand customers told us that they would find it useful to have a demand focused event, just as we currently do for DG customers and ICPs, allowing them to freely discuss their specific issues and areas for improvement.

We Did - Demand Workshop

We set up a dedicated pilot workshop for demand customers in the SPM area, giving these customers a new platform to discuss their specific needs in depth.

We are now bringing demand workshops into our core engagement programme, and have committed to two workshops per annum.

We aim to further extend this best practice into our licence area in Scotland.

You Said

Our existing owner operators told us they wanted a forum for them to be able to discuss their needs and wants, in particular the planned outages in their operational areas.

We Did - Owner Operator Forum

We set up a pilot Owner Operator Forum in the SPM area, giving owner operators a new platform to discuss their specific needs in depth.

Stakeholder response was overwhelmingly positive - all appreciated having the time to cover their issues and ask questions face to face.

Due to the success of this day, we are now bringing these forums into our core engagement programme and have committed to running these as joint workshops with SSEN in our Scotland licence area.

As a result of joining this forum, a key connected customer has now joined our SPM Connections Stakeholder Panel.

Due to the success and positive feedback received from attendees of both of these events, we have committed to the following programme:

To help our connections customers get connected -

DER Forums (formerly DG Constraints Workshops), four per year

ICP Workshops, four per year

Demand Workshops, four per year

To continue to inform our customers when they have already been connected to our network -

Owner Operator Forums, four per year

To improve our connections engagement activities

Connections Stakeholders Panel, six per year



Over the last few years we have placed focus on improving the service we provide to distributed generation customers and stakeholders, and have delivered many benefits in this area as a result. As we continue to engage across our broad range of stakeholders we are seeing our customers' requirements change over time as technology changes and advances, and in response, they are now looking to connect different types of equipment. To reflect this changing dynamic, we will increasingly use the terminology Distributed Energy Resource (DER) rather than 'DG' to reflect that our stakeholder engagement is becoming more inclusive of different types of equipment including storage, demand side response and micro grids.

SPD Programme of Events for the Rest of 2018 is:

June	Royal Highland Show Partnerships Stand - Thursday - Sunday 21st - 24th Demand Workshop - Tuesday 26th
September	Connections Stakeholder Panel - Friday 21st
October	Owner Operator Forum - Thursday 11th DER Forum (formerly DG Constraints Workshop) - joint with SSEN - Thursday 25th
November	ICP Workshop - RAdAR Training - Wednesday 7th Housing & Connecting Renewable Solutions to the Network - Thursday 15th CPs & Connecting Renewable Solutions to the Network - Wednesday 21st

SPM Programme of Events for the Rest of 2018 is:

June	PlanTx EV Workshop - Wednesday 6th Connections Stakeholder Panel - Wednesday 13th Royal Cheshire Show Community Energy Stand - Tuesday - Wednesday 19th - 20th DER Forum - Wednesday 27th
July	Community Energy Workshop - Wednesday 18th
August	Anglesey Show Community Energy Stand - Tuesday - Wednesday 14th - 15th
September	ICP Workshop - Wednesday 12th Connections Stakeholder Panel - Wednesday 19th
October	Owner/Operator Forum - Wednesday 17th Demand Workshop - Wednesday 24th
November	DER Forum - Wednesday 14th
December	Connections Stakeholder Panel - Wednesday 12th

Our District Model (see appendix p 48 and 49)

Connections engagement is fully embedded into all of our local district offices

These 11 offices, six in SPD and five in SPM, have dedicated staff catering for all our connections customer's needs. Our local management teams are committed to providing the personal service that helps our customers fully understand the specifics of their projects.

We operate an open door policy and are keen to welcome Customers to meet our district staff at their convenience.

You Said

In the Ofgem consultation feedback last year, stakeholders felt that our engagement activities had dropped off in recent years and said that they didn't always know who to contact about their individual project.

We Did

We reviewed the type, number, format and location of our engagements with key stakeholders and set out a revised programme of connections engagements events. These can be seen on pages 34 and 35.

We also produced an Area of Responsibility Map & Key Contacts List for both our SPD and SPM licence areas, which helps our customers to fully understand who will be looking after their connection at every stage of the project.

Number of customer meetings held locally within of our districts:

889



Our Stakeholders Told Us

"Areas of Responsibility" map and contact list is not only a very useful resource for my team, but also represents a tangible and significant commitment, on SPEN's part, to engaging wholeheartedly and unconditionally with its connection customers. "

Hugh Taylor, CEO, Roadnight Taylor

"SPEN have begun a journey of improvements. Clearly they need to put in the building blocks and delivered correctly. It is good to see these steps being taken and we look forward to working with SPEN to deliver an open market that we can operate within."

Dave Overman GTC

"The reintroduction of the Connections Stakeholder Panel has been welcomed. The revised format and Panel Members being a significant improvement."

Arwel Lloyd UCML

"Sohn Associates Ltd are impressed that SPEN Senior Managers become personally engaged in connections scheme details and progress. With your network design and asset management teams you remain customer-focussed by ensuring that clients' needs are given high priority when deciding on projects to facilitate timely connections. We appreciate that this requires flexibility in the phasing of the projects to bring forward pieces of work which get many applicants connected, without detriment to the network and all other customers. It is our view that the industry needs to show more flexibility in approach and that SPEN may be leading the way here."

We Play an Active Role in Industry Collaboration

We recognise the importance of sharing best practice between DNOs, other utility providers and industry stakeholders because it ultimately delivers benefits for our stakeholders and customers.

Working together allows us to drive change in the industry in areas such as technical specifications and connections policy which are essential as the connections market continues to evolve.



DNO & ENA Community Energy Group

Developed and held two 'Engaging Communities in Network Innovation' events jointly with other DNOs, reaching around 160 interested stakeholders UK-wide, presenting at the Newcastle event and producing a new Electricity Network Innovation Guide for Communities, available here:

<https://www.regensw.co.uk/electricity-network-innovation-guide-for-communities>

ENA DG Technical Group

The focus of the group is to address key industry issues including the emerging wider range of technologies and solutions.

DER Steering Group

We sit on the DER Steering Group attended by representatives from the DG community, DNOs and NGET. The focus of the group is to address key industry issues including the wider range of technologies and solutions emerging.

Scottish and Southern Electricity Networks (SSEN) / SP Energy Networks Collaboration

We have recognised the need to work with other DNOs on collaborative events in order to reduce stakeholder fatigue. In Scotland, we ran sessions in partnership with SSEN at the recent Scottish Renewables Conference. We have now held two joint DER forums and plan to hold other joint workshops.

Low Carbon Networks Innovation (LCNI) Conference

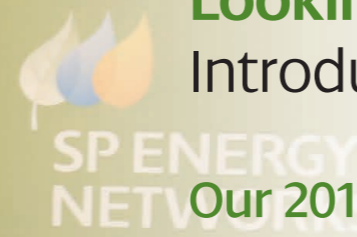
We are regular contributors to the LCNI conference and in December 2017 we presented information about a wide range of our innovation projects including: Angle-DC (the UK's first DC link using existing distribution networks assets), Network Constraints Early warning Systems (NCEWS) and the Integrated Management System at Dumfries and Galloway.

Key Success

"Due to SPEN changing its policy on small renewables one solar consultancy estimates the resulting process changes will enable them to install an average 2.75MW more per year, delivering economic growth of around £2.75 million per year to one business alone."



We're working 24/7 to keep the electricity flowing in Merseyside, Cheshire and North Shropshire



Looking Forward Introduction

Our 2018/19 ICE work plan contains 13 actions across our market segments.

As a result of the ongoing engagement with our customers, we believe our 2017/18 plan produced real, tangible benefits on the highest priority issues for our customers namely; Communication, Partnerships, Project Management, Land Rights, Flexible Connections, Telecommunications and Network Planning.

For the coming year, we will continue to focus on the things that really matter to our customers. Our various communication channels and our extensive engagement in some key areas have given us the opportunity to have face to face discussions with a larger number of our stakeholders than in previous years and they have been actively involved in the development of this year's plan.

Additionally, by focussing on some ongoing actions which have achieved significant results over a number of years, we've been able to develop excellent working relationships with some key stakeholders. We will continue to enhance these relationships to jointly deliver best practice for all customers throughout 2018/19.

We have worked hard to ensure that our actions target the feedback we have received and we believe the 13 new actions address the improvements that our stakeholders and customers have requested.

Over the last 12 months we have delivered one of our largest investments in back office systems for a number of years and we continue to see the improvements and benefits of our Network Asset Management System as it becomes further embedded into our day to day involvement with our customers. We expect to see these benefits for our connection customers continue through 2018/19.



Feedback on key actions came from across all three source areas, so while we have 28 sources we only have 13 actions.

The Plan Development: Listening to our Stakeholders

As innovation and new technology increases and commercial arrangements improve so the needs of our customers change.

We're committed to recognising the fluid nature of our customers' requirements and developing a plan to accommodate those continuing changes. With this in mind, our communications with our customers throughout 2017/18, ensured we could engage with them on developing our 2018/19 work plan.

Acting on feedback to create our work plans

We have taken the opportunity to discuss our new work plans at every stakeholder event we have held over the last six months, including our Connections Stakeholder Panels, workshops, industry events and one to one customer meetings. The feedback received has been instrumental in developing our new work plan.

We published our draft work plan on 28th April 2018. It appeared on our website along with a link to a survey, which also gave stakeholders the chance to provide feedback. We have also agreed our work plan with both our Connections Stakeholder Panels and specific key stakeholders during the development process.

You Said

Several stakeholders told us they were not aware of some of the innovations and beneficial changes that we have made over the last few years.

Some of our larger stakeholders with many projects being delivered within several districts across our two licence areas asked – can you look at the best practices in other DNOs and use them to improve your service?

We Did

We have modified the wording and KPIs in the following work plan actions; Action 5 Communication Channels, Action 6 Project Management and Action 9 ICP/IDNO Interface



Our Work Plan has been Endorsed


Our stakeholders were asked...

On a scale of 1 – 10

(with 1 being low and 10 being high)



1. Do the actions proposed address the issues that you face as a customer?
2. If these actions are completed in the timescales proposed, do you believe that the overall service will improve?
3. How supportive are you of the work plans that we have proposed?
4. How ambitious do you believe our work plans to be?

 The average response = **8.4**

What our stakeholders have said:

"It is great to see SP Energy Networks dealing with our concerns and dealing with them through the 2018 / 19 plans."

"SP Energy Networks have begun a journey of improvements. Clearly they need to put in the building blocks to ensure that the plans are communicated and delivered correctly. It is good to see these steps being taken and we look forward to working with SPEN to deliver an open market that we can operate within."

"I have been the Business Manager to the Merseyside Resilience Forum for the past four years and I can confirm that SPEN, have been fully engaged in relevant parts of the Forum's business processes."

"It is good to see that SP Energy Networks are engaging with their customers which is a significant improvement and we look forward to working with you to ensure the ICE improvements are delivered."

"I understand that SP Energy Networks is currently preparing its annual stakeholder engagement submission.

I would therefore like to add that based on the effective and constructive working relationship we have established over recent years SPEN and SLC are currently working closer than ever before on a number of critical infrastructure projects. This engagement ensures reinforcement in the electrical network is delivered for the communities and businesses in South Lanarkshire, in conjunction with other essential infrastructure – particularly in strategic growth areas including Strathaven & Jackton.

This contributes significantly towards the work being done by the Council to deliver sustainable economic growth within its area."

Stakeholder feedback features throughout our plans.

Our Looking Forward Report

Outlines the evolving and improving innovations we continue to drive from concept through to business as usual, with the entire process taking several years and transforming the industry UK wide.

The Open Networks Project is a landmark industry programme which reviews the planning and operating arrangements across the whole system. The outcomes will inform how the UK network is operated for years into the future. The project has three broad aims:

- **Progress the transition of DNO to DSO, determining DNOs' future operational model and responsibilities.**
- **Provide clarity around the links and boundaries between transmission and distribution services. Increase planning and operational coordination and promote the treatment of the electricity system as a single whole system.**
- **Improve the customer experience, with the aim to improve and align DNO approaches to connecting and managing customers.**

The Open Networks Project may result in the biggest changes since privatisation to the way that the networks and system are operated. To ensure our customers are fully represented we have committed significant resource and expertise from many areas of our business to support this work. We have taken the industry lead on the charging workstream.

The project has just entered Phase 2. Phase 1 finished at the end of 2017 and focussed on scoping the project. Phase 2 is where the bulk of the work to deliver results will happen – this is the crux of the project, where planning and operational changes to the system will be decided. Phase 2 is expected to be completed by the end of 2018.

We will ensure our customers are kept up to date and informed about how any changes will affect them as the project progresses.

Dumfries and Galloway Integrated Network Management

Following positive assessment by Ofgem, in October 2017 we were awarded funding to progress our Dumfries and Galloway Integrated Management Project.

We are the only DNO to have successfully secured awards through the Innovation Roll-out Mechanism (IRM).

This revolutionary project is implementing a massive integrated network management zone across the Dumfries and Galloway network with the benefits starting to be realised later in 2018 through to 2020 and beyond. This is an area with a very high proportion of renewable generation connections within the UK, relative to its own local energy demand. This is the first such scheme in the UK, spanning 11 grid supply points and linking with the system operator. By using distributed energy resources to manage the constraints in the transmission system we will improve access to a heavily congested part of our network. It is directly supporting the transition to a smarter flexible network.

Innovation Strategy

In March 2018 we published our Innovation Strategy. This document outlines the changing energy landscape we are faced with and what our future networks will look like. It describes how we plan to innovate to meet the challenges and deliver benefits to customers, and details the processes we intend to follow to ensure that we spend customers' money in the most efficient and effective manner.

We have identified three core priority areas, developed in conjunction with stakeholders:

- **Deliver Value to Customers**
- **A Smarter Flexible Network**
- **Sustainable Networks**

Our Innovation Projects

We are continuously thinking big, starting small and growing fast with our world-leading innovation projects. We are becoming the utility of the future and delivering value to our customers. Examples of ongoing and new projects are included in the table on the right.

We will keep our stakeholders informed of the results of our projects and the impact they will have.

Project		Timescale
LV Engine	Aims to increase the uptake of greener Low Carbon Technologies (LCTs) through the use of a globally innovative Smart Transformer.	Jan 18 – Dec 22
FUSION	A key project for the transition to a DSO, will trial commoditised local demand-side flexibility through a structured and competitive market.	Jan 18 – Dec 22
Angle-DC	Angle-DC is demonstrating a smart and flexible method by creating a controllable bidirectional Direct Current (DC) link between two sections of our network and providing voltage support.	Jan 16 – Apr 20
FITNESS	Demonstrating sustainable design, deployment and operational control of a multi-vendor digital substation.	Apr 16 – Mar 20
VISOR	A ground breaking collaboration project improving the visibility of dynamic system behaviour and enhancing network resilience whilst delivering savings to customers.	Complete – Close Down Event held in Mar 2018



Land and Planning Stakeholder Panel

Action 1

Our stakeholders told us...

Several of our larger stakeholders have asked to be much more involved with us on the end to end process for securing land rights for their projects. In particular in the area of improving transparency and inter business communication, especially when there are third parties involved in the process.

They have asked us to allow them to have a more detailed insight into the workings of our processes from end to end and the timescales involved, with a view to making improvement suggestions for us to adopt.

Our action

We will seek to establish a Land Rights Stakeholder Panel to examine our Land Rights processes from a customer perspective, with the aim of identifying any opportunities for improvement.

Measuring our success

Identify and establish Land Rights Stakeholder Panel

Land Rights Stakeholder events held

Feedback, findings and implementation plan for any future improvements reported to Stakeholder Panel

Monthly survey conducted; Land Rights satisfaction score

Q3 Quarter 3 deliverable
Oct - Dec 2018

Satisfaction

DG, Unmetered, Metered

What our stakeholders say:

"We firmly believe improving the land and planning processes will be a positive step towards SP Energy Networks becoming an excellent service provider."

"Another forward step and initiative. One that UCML would wish be actively involved with."



Land and Planning Incorporated Process

Action 2

Our stakeholders told us...

Several of our SP Manweb IDNO customers have asked about the details of our Incorporated Process for Land Rights available in our English and Welsh regions. They would like to understand how they could apply this process and the benefits it will have for their businesses. In particular they have asked for a set of guidelines on the process to ensure they fully understand the steps to take, the responsibilities and risks involved.



Our action

We will communicate our Incorporated Rights Process available for use by Independent Distribution Network Operators, active in our SP Manweb licence area, and will publish guidance documentation in relation to this process.

Measuring our success

Materials presented to SPM Stakeholder Panel

Process and related communications published

Measure volumes of project undertaking this process

Monthly survey conducted; Land Rights satisfaction score



Q3 Quarter 3 deliverable
Oct - Dec 2018

Time

DG, Unmetered, Metered

What our stakeholders say:

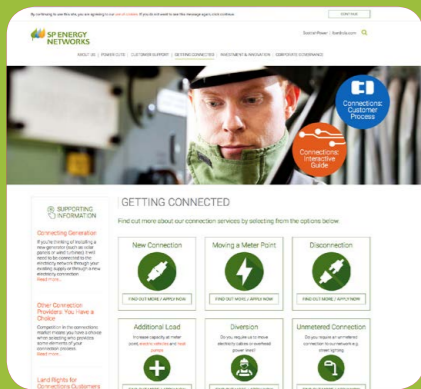
A number of our customers in SP Manweb have told us they are unaware of the Incorporated Rights Process that is available for our customers to help them progress their Land Rights. With this in mind we have committed to communicating fully the existing process and also determining if there are any alterations or improvements that can be made to the existing process.

Website Action 3

Our stakeholders told us...

Improvements to our website have been welcomed, but our stakeholders would like to see further enhancements to make it easier for them to find key information.

They also want to be able to access high level information and to delve deeper if they need to do so, as well as access the broad range of information they need for the delivery of their projects.



Our action

We will focus on the stakeholder area of our website and enhance the information provided to ensure our stakeholders are aware of the depth and breadth of engagement across SP Energy Networks and provide more opportunity for stakeholder participation.

We will introduce a SP Energy Networks stakeholder event calendar providing details of all events.

We will also improve the information on the completion of our ICE improvements by introducing a timeline of key activities linked to the relevant information.

Measuring our success

- Endorsement from our Stakeholder Panels prior to implementation
- Introduce SPEN wide Events Calendar
- ICE timeline introduced with relevant links to action information
- Monitoring web traffic trends, three months after implementation
- Monthly survey conducted, website satisfaction score

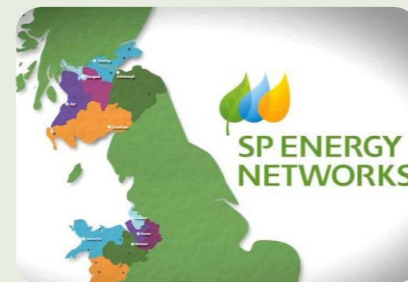
Q4 Quarter 4 deliverable
Jan - Mar 2019
(impact monitoring)

Satisfaction

DG, Unmetered, Metered

What our stakeholders say:

"Your website looks much better and is easier to navigate. It would be very useful to have a search option when navigating through the documents to find something."



Metering Process Action 4

Our stakeholders told us...

Our customers have told us that they find the metering process confusing and don't understand why it is so complicated. They don't understand the jargon used, procedures and timescales.

They just want to have a meter installed easily with no fuss.

They feel the process takes too long to complete and want to know what the process is from start to finish.

Our action

We will develop an interactive tool on our website that will provide clear guidance for metering. This guidance will seek to clearly explain the roles and responsibilities at each stage of the process.

Measuring our success

- Developed an interactive tool for metering process
- Endorsement from our Stakeholder Panels prior to implementation
- Monthly survey conducted, metering satisfaction score

Q3 Quarter 3 deliverable
Oct - Dec 2018

Satisfaction

DG, Metered

What our stakeholders say:

"It would be good if I could just have a simple process to get my meter installed it seems to be too complicated."



Communication Channels

Action 5

Our stakeholders told us...

As with previous years stakeholders wish to have as much information as possible to allow them to make informed decisions. They especially wish us to provide this information in varying ways such as video, newsletters, webinars etc.

They feel this will allow them to optimise their time in getting existing and new information at a time, place and media of their choosing.



Our action

Building on our existing good communication we are committed to producing a quarterly newsletter for both our SPD and SPM licence areas to help our customers keep up to date with the work we are doing on a regular basis.

We will continue to use alternative communication channels to deliver key messages and updates.

This will include channels such as online tutorials and SPEN hosted webinars.

Based on stakeholder feedback, topics will include:

- DSO
- Administration and Design fees
- Owner/Operator forums
- Fault Response
- Land and Planning
- Newsletter

Measuring our success

Delivery of key information/ messages via alternative communication methods

Webinar session held every two months, prioritised by stakeholder feedback

Feedback from attendees and satisfaction measured

We will publish a quarterly newsletter to inform our stakeholders of the improvements we are making, highlighting changes in policy and innovations over the past two years and current year as they are made available.



Quarter 4 deliverable
Oct - Mar 2019
(impact monitoring)



Satisfaction



DG, Unmetered,
Metered

What our stakeholders say:

"To ensure new projects are delivered smoothly, good communication between the DNO, landowners and developers is vital. In our experience, SPEN has always been very willing to sit down and explore new ideas with us and we have found their door is always open."

"SPEN RADAR system already provides visibility into the progress of connection design and delivery, this initiative can only further improve the process. This gives us, and our investors, greater confidence and certainty regarding site energisation."

Project Management

Action 6

www.spenergynetworks.co.uk/pages/project_management_templates.aspx

See our templates on our website highlighting key milestones and expected timescales for 33kV and 11kV

Our stakeholders told us...

They would like our project management expanded to include templates for high voltage and low voltage in a similar style to those of the 33kV & 11kV templates. Our stakeholders have been pleased with our approach and have asked for even more rigour and detail on project management especially those with multiple cross-district projects.



Our action

We will continue to monitor and assess our customer communication throughout the lifecycle of a project.

Following the development of project templates and governance for our large major projects, we will look to establish similar templates and processes for smaller HV/ LV projects. At the outset of each project we will agree key milestones and a delivery programme which reflects the project commitments of our customers and SPEN.

Furthermore, we have also recognised the need to enhance the project management skills within our delivery teams and therefore will look to establish further training for those staff delivering our connections projects. Additionally for our larger, multi-district, license, project stakeholders, we will review enhancing the account management and project management offering to provide a more effective way of working with them.

Measuring our success

Publish templates on our website for typical LV/HV projects, reflecting indicative timescales for each milestone

Internal project management training delivered

Monthly survey conducted, communication satisfaction score improvement for Design, Delivery aspects of project management

We will work with our larger stakeholders to review the benefits of a portfolio management approach to their suite of projects



Quarter 4 deliverable
Jan - Mar 2019
(impact monitoring)



Time



DG, Unmetered,
Metered

What our stakeholders say:

"Would definitely be useful because we would be happy to adopt a standard schedule/ milestone template that you provide and then everyone can be on the same page about when key things are scheduled such as payments or booking comms/ protection resource etc."

"Over the years SPEN have provided excellent project and technical support to deliver key modifications and projects to ensure that we remain competitive in challenging market conditions."

"Another welcome initiative which needs to be carefully orchestrated with the matters of Legal Rights to ensure worthwhile introduction."

Electric Vehicle Partnership

Action 7

Our stakeholders told us...

The prospect of electric vehicles being a viable future transport option for many people has excited and energised our stakeholders to understand all aspects of this potential new revenue stream.

They have been particularly interested in the pricing model we will adopt, reinforcement works required, technologies that may be created and the expectations in the volumes and timescale for when electric cars become a significant area.

These customers have expressed a desire to be fully involved in the EV revolution as and when it happens. Additionally they want to share the information from their industries in a mutually beneficial partnership to develop solutions on an on-going basis.

Our action

We will seek to establish key partnerships with stakeholders to inform them of our Electric Vehicle strategy and policy going forward. This will include local and national government as well as private sector organisations.

Measuring our success

Identify and establish two key EV partnerships

Feedback sought from stakeholders and satisfaction measured

Number of initiatives/learnings will be taken forward by our business



Quarter 3 deliverable
Oct - Dec 2018



Satisfaction



Metered

What our stakeholders say:

"We have been working with SP Manweb for a couple of years and their support of the Energy Local Bethesda project is appreciated. I look forward to continued working with SPEN to develop an EV project into our existing community energy ventures."

"As a private sector business representing a wide range of both Public and Private sector Clients, UCML considers this initiative as of prime importance and would seek to be actively involved."

Telecommunication Trial

Action 8

Our stakeholders told us...

Several of our key stakeholders have expressed an interest in trialling the contestable elements of the telecommunications aspects of their major projects. Over the past year many of these stakeholders have looked at projects that may be suitable. They have opened detailed discussions with us to move these trials forward. In particular our stakeholders have been keen to understand the technologies and commercial details of the contestable elements to inform their commercial and project decision making process.

Our action

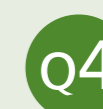
Following our feasibility study carried out in 2017, we will investigate the potential of making the provision of telecommunication solutions a contestable activity. Over the next year we will start to conduct trials with identified partners which will determine the feasibility and scope of future contestable telecommunications works.

Measuring our success

Publish the projects and stakeholders participating in the trial

Publish a progress update in our October ICE submission

Conduct, publish findings and outcome of trial



Quarter 4 deliverable
Jan - Mar 2019
(impact monitoring)



Time



DG, Metered

What our stakeholders say:

"Network communications design and installation is a critical item in the delivery of our new connections. This trial demonstrates that SPEN are focussed on improving and extending the clarity and scope of the contestable aspects, which we welcome as it should improve delivery time and reduce costs."



ICP/IDNO Interface

Action 9

Our stakeholders told us...

Independent Connection Providers (ICP) and Independent Distribution Network Operators (IDNO) are asking for more information and assistance to ensure they can maximise the benefits of the uptake and adoption of our Code of Practice. In particular they have expressed an interest to review our processes and systems to allow them to get more familiar with the potential the Code of Practice provides.



Our action

To assist with the uptake of our Code of Practice we will review our processes and systems to support the delivery of the code. Specifically, we will seek to enable greater level of self-service by our customers with the purpose of reducing the time taken to design and deliver projects.

We will establish a working group of internal/external stakeholders to undertake this review.

We will review with our stakeholders other DNOs' best practices with a view to adopting them where practicable.

Measuring our success

We will establish an internal/external working group

We will identify and publish recommendations from this in our October update

Publish updated end to end process documentation and guidance for IDNO/ICP self-design approval, self-determination of POC and self-connect.

Work in partnership to review one DNO best practice per month with our stakeholders to determine their feasibility for adoption

Q4 Quarter 4 deliverable
Jan - Mar 2019
(impact monitoring)

Satisfaction

DG, Metered

What our stakeholders say:

"Would it be possible for SP Energy Networks to work with ICP / IDNO's to ensure our needs are met and can you hold a separate IDNO Code of Practice specific workshop to explore all opportunities."



Heat Maps

Action 10

Our stakeholders told us...

SP Energy Networks have led the industry in the provision of, and forthcoming innovations in, heat map technology and we are keen to continue this lead role. Over the years our stakeholders have asked for various additions to our heat maps which, where applicable, we have incorporated in various upgrades.

Requests continue to be made at the various events we hold and attend throughout the year about the next generation of our heat maps, or any forthcoming innovations. Stakeholders have made tentative suggestions such as adding low carbon technologies, DSO information etc.

Our action

We are developing the next generation of heat maps to address the uptake of Low Carbon Technologies (e.g. Heatpumps and Electric Vehicles) and will engage with our stakeholders to understand exactly what their future requirements are. This engagement will help us identify the enhanced functionality required and allow us to implement the changes efficiently and in a timely manner.

Measuring our success

Heat map webinar held

Stakeholder feedback gathered via various workshops/events

New requirements/functionality agreed and communicated

Implementation plan developed and communicated

Q3 Quarter 3 deliverable
Oct - Dec 2018

Satisfaction

DG, Metered

What our stakeholders say:

"With battery storage only likely to become more prevalent both at grid and behind the meter level in future it would be helpful if the heat map could give a better breakdown of new capacity of both demand and generation separately."



Queue Management Action 11

Our stakeholders told us...

SP Energy Networks led the queue management initiative and were instrumental in bringing this change to the market. We continue to lead by executing the policy with 300MW identified in one district, eventually leading to 130MW of released capacity and changes to the customers queue position. Over the last few years our stakeholders have been fully involved in creating the ENA / Ofgem agreed queue management process. Now that this process is in place and accepted fully by our stakeholders they are asking when we will be releasing the resultant network capacity and how this will be communicated to the wider stakeholder community.

Our action

Measure the impact of our queue management policy being applied to new and previously accepted projects. We demonstrated that capacity is being released when projects are identified as not progressing according to policy.

Measuring our success

Identify and measure that capacity is being released as per our queue management policy

Freed up capacity / changes in the queue communicated to our stakeholders

Q4 Quarter 4 deliverable
Jan - Mar 2019
(impact monitoring)

Time strategy area

DG, Metered

What our stakeholders say:

"Queue management is an opaque and not well understood process. I am sure SP Energy Networks understand it very clearly. Perhaps produce a briefing paper/flowchart that shows how it works."



Flexible Tenders Action 12

Our stakeholders told us...

Our larger stakeholders are collectively represented at a national level through the various ENA forums and through this body the DNOs collaborate to take action on areas of national interest.

One such area that has arisen is the widening of the flexible tenders to alleviate short term power shortfalls by companies off-setting their energy requirements for specific periods, whilst being financially recompensed.

We agreed at these ENA fora to review how we can accommodate this widening of the tendering process.



Our action

It is our responsibility to develop smarter, more flexible solutions to meet future demand, seeking out alternative solutions which could mitigate the need for traditional reinforcement and reduce costs for our customers. We recognise that connected distributed resources could provide services to assist our distribution networks in key areas that have specific challenges during periods of network constraint. This action will therefore seek to explore additional markets for flexibility with customers who are able and willing to control how much they generate or who can reduce their demand.

Measuring our success

Issue tender for Flexibility

Communicate developments until contracts are successfully agreed

Q3 Quarter 3 deliverable
Oct - Dec 2018

Satisfaction

Time strategy area

Cost

DG, Metered

What our stakeholders say:

"I would like our organisation to be included in the distribution list, as this is a key area of interest for our business"



Connection Offer Expenses Action 13

Our stakeholders told us...

For several years our stakeholders have been fully involved in the discussion lead by the ENA / BEIS (The Department of Business Energy and Industry Strategy) on the benefits of re-establishing design fees at the quote stage. Earlier this year BEIS agreed to restart collection of these fees from 6th April 2018, with the DNOs to commence collections any time after this date. Most DNOs have started this process already. However we sought further consultation with our stakeholders to ensure the introduction is as seamless as possible. Now that we have completed this engagement process we will be communicating it in the next few weeks.

Our action

We will implement Connection Offer Expenses and communicate this to all internal/external stakeholders.

We will produce an information leaflet to inform our customers of the commencement date, fee structure and any exemptions.

Measuring our success

Communications rolled out to all internal and external stakeholders

Any resultant improvements identified and communicated

Feedback on impact to stakeholders assessed via the monthly survey

Q2 Quarter 2 deliverable Jul - Sep 2018

Satisfaction

Time strategy area

Cost

DG, Metered

What our stakeholders say:

"Hopefully this will discourage speculative applications and allow meaningful discussions and meetings to take place between SP Energy Networks and ourselves to discuss the potential of sites, before formal applications are submitted."



Looking Back Report Introduction

Our 2017/18 work plan contained 11 strategic improvement actions.

By responding positively to stakeholder feedback we have started to transform our business, delivering on the challenges that were important to them.

We are delighted to confirm we have made significant progress on the delivery of our commitments and that these have been well received by our stakeholders.

We've been working hard to improve our project management approach to larger projects and have published three templates on our website which show all the key tasks typically needed to be achieved in delivering a project. These outline our customers' key milestones and have helped to keep projects on track.

Our website has had a major revamp with particular focus on navigation and access to the vast array of information for our customers, including an interactive customer journey which takes them from the start to the finish of our process. We have monitored the satisfaction levels on this through our monthly survey and have noted a marked improvement, which coincided with the website revamp. Further improvements on this will continue into next year.

Transparency of information, in particular the timescales and costs incurred at the onset of projects, is a clear concern for our stakeholders. We are glad to say we now include these in the offer letter and a or the project updates at design stage. These include land and planning, project management and telecommunications areas.

The telecommunications implementation was a concern for some of our customers, so we invited them to work with us to pilot this area as contestable, to determine if improvements could be made and to share the complexities with our customers. We are happy to say that several of our stakeholders have expressed an interest in this and have had advanced talks, with one stakeholder pushing ahead to see the benefits on a project for delivery in 2019.

The Distribution System Operator (DSO) pilot areas have been established; a first in the UK; Dumfries and Galloway and North Wales being designated as DSO areas with monies put aside to facilitate flexible working equipment and systems to help customers be creative in the generation of electricity in otherwise constrained areas. The success and lessons learned from these pilot areas will inform the UK of the best way forward on constrained grids.

We are delighted with our results this year and will continue to develop these and the new work plan actions in the coming year to ensure our customers' needs are met in this rapidly changing market.



Feedback on key actions were repeated across all three source areas, which is why although we have 25 sources we only have 11 actions.

SP Energy Networks Event Highlights

Feedback received during the summer of 2017 showed that our customers felt they would like more interaction with our connections management team responsible for helping our customers connect to our network.

Listening to our customers and responding to their requirements is an integral part of our engagement and is at the heart of everything we do. Therefore we responded quickly and introduced new initiatives into our engagement plan for the latter part of 2017 and early 2018.

We are committed to improving our engagement at all levels so these initiatives are now fully embedded into our 2018/19 ICE plan.



You Said

Sometimes you felt it difficult to understand who to contact across our Districts.

We Did

We developed the Areas of Responsibility Map & Key Contacts List for both our SPD and SPM licence areas. These have received excellent feedback and are now included in the appendices of our 2018/19 ICE plan and are available on our website.

You Said

Our customers have told us that they were interested in understanding more about how we managed their connection long term after they are connected to our network.

We Did

We set up and hosted our first Owner Operator Forum in March 2018. This gave our 'already connected' customers the opportunity to visit our control room and meet the staff who manage our large customers on a daily basis.

Due to the success we will now be hosting two similar events per year across both our licence areas.

SPD Stakeholder Events April 2017 to March 2018

We host various events across our licence area to help our customers understand the work we are doing to make their connection to our network simpler and more efficient.

Listed below are the events completed during 2017/18. At these events we encourage our customers to give us feedback to help us shape future similar events. We are always looking to improve our service to our customers so realise this is a great opportunity to encourage their feedback.

Event	Date	Location	Stakeholder Attendee numbers
Connections Stakeholder Panel	7th April 2017	Glasgow	14
Dumfries Stakeholder Workshop	13th April 2017	Dumfries	18
ICP / IDNO CoP Workshop	20th April 2017	Dealain House	16
Royal Highland Show	21st – 24th June 2017	Ingliston	3,000
Joint SSEN / SPEN Constraints workshop	14th September 2017	Dunblane	34
Connections Stakeholder Panel	20th September 2017	Glasgow	16
SPEN Stakeholder Conference	10th November 2017	Glasgow	40
Glasgow Consultants Workshop	15th November 2017	Glasgow	10
ICP / IDNO Voice of the Customer workshop	14th February 2018	Cumbernauld	14
Connections Stakeholder Panel	16th March 2018	Glasgow	16
Ayr County Show	12th May 2018	Ayr	1,000

SP Energy Networks engagement team scoops top award

The Stakeholder Engagement and Communications team received the Utility Week Awards 2017 title of "Customer Facing Team of the Year".

Their role involves the delivery of annual plans that match business aims and customer satisfaction strategies. They also measure the effectiveness of stakeholder engagement in terms of - among other things - improving efficiency, increasing output and customer satisfaction.

The Utility Week Award judges heard how the team has radically changed the way SP Energy Networks engages with stakeholders since its formation, with innovative strategies which have put stakeholder engagement at the heart of the business.



SPM Stakeholder Events April 2017 to March 2018

Event	Date	Location	Stakeholder Attendee numbers
SPEN Sponsored LCR LEP Future Energy Event	7th April 2017	Liverpool	50
QES Innovation Breakfast	27th April 2017	Liverpool	30
SPM EV and Sustainability Workshop	9th May 2017	Liverpool	30
Royal Cheshire Show Community Energy Stand	20th – 21st June 2017	Knutsford	1,500 plus
Anglesey Show Community Energy Stand	15th – 16th August 2017	Mona	1,000 plus
SPM Innovation Workshop	28th September 2017	Liverpool	20
Cheshire Energy Hub Technical Workshop	2nd November 2017	Chester	20
DG Constraints Workshop	21st November 2017	Chester	40
Strategic Stakeholder Conference	5th December 2017	Warrington	80
Connections Stakeholder Panel	6th December 2017	Liverpool	16
Community Energy Workshop	7th February 2018	Llandudno	8
SPM EV Workshop	13th February 2018	Middlewich	30
SPEN sponsored Future Car Wales Workshop	15th February 2018	Cardiff	60
SPM Welsh Language Workshop	26th February 2018	Wrexham	8
Owner/ Operator Forum	14th March 2018	Prenton	30
Connections Stakeholder Panel	27th March 2018	Chester	15

Communication - Customer Journey

Action 1

Description

We will develop an interactive tool on our website that will provide clear guidance on our customer connections processes. This will include information on application, design, acceptance, Land Rights, delivery and metering. We will also develop a separate tool for our ICPs/IDNOs.

This allows the customer to navigate directly to their area of interest quicker and provides a more, indepth level of information. The addition of the ICP/IDNO journey makes the key steps explicit for this segment especially the key milestone and actions that are required.

Endorsement

"At Matrix Networks we found the information on the 'Getting Connected' page of SP Energy Networks website very useful. We're an Independent Connections Provider, so the process of requesting a point of connection through to construction and completion needed to be clearly set out, as it is in the 'Customer Journey' flowchart. We also found the links to the application forms, design specification documents and connection agreements easy to navigate."

Status



Complete

Update

New website went live on the 24th of November with the new customer journey and ICP/IDNO journey published.

Communication - External

Action 2

Description

We will improve the consistency and application of every aspect of the connections process across our districts, in the way we communicate throughout the lifecycle of a project. This will clearly define the method of contact, who is responsible for each stage of the project, the appropriate timescales and effectiveness of the communication. We will focus on our communication at design, delivery and our Land Rights project stages, as these are identified as our stakeholders' priorities. For Land Rights, we will also commit to providing regular updates on the progression as agreed with the customer but no less than once a month.

Update

Comprehensive process created and rolled out to districts with regular updates from project management to customers including system access and updates on Land Rights.

There will be upfront conversations on capacity constraints, with cost and timescale estimates outlined for a range of areas, such as land and planning, telecommunications, transmission restrictions and key equipment that may be required.

Endorsement

"Most distribution generation connections are now subject to SoW. SP Energy Networks have previously supported my request for the SoW to be prepared and applied for in advance of the distribution works connection offer being issued. This was very helpful and reduced time scales for getting the "complete picture."

"Areas of Responsibility" information has proved a huge success. The ability to contact, directly, the appropriate person has resulted in speedier resolutions of any issues that have arisen and enabled a growing working relationship between both companies."

Status



Complete

Communication - Website

Action 3

Description

Building on the success from last year's website improvements, we will further improve the online experience by simplifying navigation of our connections area of the website and editing content based on stakeholder feedback.

Status



Complete

Update

New website went live on the 24th of November with positive feedback from our online community.

This included creating separate land and planning and stakeholder information sections on the website, that provide a wide and varied range of details including policies, templates and key updates that customers can use. These and other similar changes have improved the navigation of the site and made it easier to find key information while at the same time increasing the level of detail available.

Endorsement

"Your website looks much better and is easier to navigate."

Communication - Channels

Action 4

Description

Building on our well established stakeholder workshops, we will use alternative communication channels to deliver key messages and updates. This will include online tutorials and SPEN hosted webinars. We will test each alternative communication channel to measure success and determine its effectiveness.

We will hold these session every two months, prioritised by stakeholder feedback as follows:

- RAdAR webinar
- Flexible connections, online tutorial
- DSO, webinar
- Land Rights, online tutorial
- Electric / battery storage webinar

Status



Complete

Update

Six video clips and the full presentation from the DG constraints workshops from our SPD and SPM areas have been published on the website. The RAdAR tutorial video have also been published. These are available to our stakeholders to view anytime to allow them access to our workshops and to refresh their knowledge at any time. This is uploaded to the website for the stakeholders to view at any point, giving access on key information on workshops if a stakeholder could not make the workshop and or if the just wish to refresh or share the information at a later date to ensure they can refresh themselves on SP Energy Networks latest thinking.

Endorsement

"SPEN information was clearly explained and helped greatly with our project."

"The reintroduction of the Connections Stakeholder Panel has been welcomed. The revised format and Panel Members being a significant improvement."

Partnerships Working Action 5

Description

We will continue to work in partnership with existing groups of stakeholders to inform them of our strategy and policies. We will actively seek new partnerships to help communicate the important innovative and commercial developments within our industry. We will progress new opportunities from customers/community groups/stakeholders within our licence areas to broaden our range of partnerships. We will communicate the learning of each partnership to ensure any outcomes are shared.

Status



Complete

Update

SPD - Solar Trade Association, National Farmers Union and Scottish Renewables all in advanced discussions on partnership working with the STA partnership delivering a change in policy to increase the threshold to 200kVA without need for SoW.

SPM - Ongoing partnerships with Welsh Government funded Flintshire Virtual Private Network, Energy Local Bethesda, Liverpool City Region and Liverpool City Council. New partnerships recently established with the Cheshire Energy Hub and the Cheshire West and Chester Council Heat Network Project in Chester and Ellesmere Port.

Endorsement

"I must say I found the workshop very informative and with the added bonus that your colleagues from various departments including operations are available on the day and were actively involved in engaging with us throughout. I look forward to the next meeting."

"A special mention has to go to project managers of SPEN, they were invaluable to our project. Their communication was excellent and they went over and above what any employees should do to deliver our project in such ambitious timescales. We owe a great deal of gratitude to them."

Project Management Action 6

Description

We will agree key milestones at the outset of each project, and a delivery programme which reflects the project commitments of our customers and SPEN.

Status



Complete

Update

Robust project management templates created for projects involving 33kV full, 33kV POC and 11kV - with web versions published.

These are being piloted in Central and Fife and Lanarkshire and a training plan is being drawn up for roll out to all districts.

These templates are now being rolled out across our two licence areas.

Endorsement

"On the project management action we are pleased with the support SP Energy Networks has been providing for our project. The meetings, site visit and plans have been very helpful."

"It has been appreciated that there seems to be a closer working relationship between the SPEN Project Managers and Land Rights Teams. Further progress between the SPEN and Client Legal Teams would see further improvements in customer satisfaction."

Land Rights Communication Action 7

Description

Through stakeholder feedback and the 2017 ICE Action Plan, it was identified that there is very little reference to Land Rights and the land and planning processes throughout the connections customer journey. This can lead to a lack of understanding of the requirements and responsibility of both SP Energy Networks and the customer in obtaining appropriate land rights and planning consents associated with project delivery. It was felt that the customers' expectations were not properly managed from the outset, leading to misunderstanding and miscommunication of the Land Rights process.

Status



Complete

Update

The connections offer letter was re-drafted to include standard wording around Land Rights; what they are, when they are required, the roles of both SP Energy Networks and the customer and some indicative timescales. The letter has been signed off by SP Energy Networks and is in circulation.

Furthermore, the Land Rights section of the SPEN website was developed with a new look and feel. There is now a specific section on "Land Rights for Connections Customers" inclusive of information on timescales and

potential risks or delays during the Land Rights process.

Lead times and process milestones were reviewed, refined and published internally to help support staff communicate the land rights process to our customers.

An internal training programme has commenced, educating staff on Land Rights, planning processes and associated timescales. Roll out will continue during this year.

A review of access to the Land and Planning project tracker was undertaken to ensure access and utilisation by project managers to facilitate regular communication with customers.

Through attendance at the connections stakeholder panels, stronger relationships have been built with key connections stakeholders, allowing Land and Planning a forum to engage better with these groups, leading to project reviews and lessons learned sessions.

Endorsement

"As both a landowner and developer, it is particularly pleasing to note that SPEN is committed to continually reviewing its processes for securing Land Rights and improving communication channels."

"It has been appreciated that there seems to be a closer working relationship between the SPEN Project Managers and Land Rights Teams."

Flexible Connections Action 8

Description

We will publish the location of our ANM zones, together with a forward looking plan for future enabled zones.

Status



Complete

Update

We have published our ANM schemes on our website for both our SPD and SPM licence areas. This enables

stakeholders to be able to determine the likelihood of projects of interest in constrained areas. In addition the engineers and designers in these areas can advise on the processes involved and the assistance that is available on ANM or similar schemes within these zones.

Endorsement

"The ANM Zone information for North Wales has been useful but it is also great to know I can meet with the SP Manweb engineers and get detail on my specific project that I need. This really helps me understand how the ANM being introduced will affect my project Energy Local Bethesda."

Telecommunication - Design & Delivery

Action 9

Description

We will ensure our customers receive an approximate estimate of costs for their telecommunications solution at the design stage of their project. Once it's accepted, we'll provide even more details. Then at the delivery stage, we'll make the telecommunication element of their project even clearer, with a monthly report detailing programme critical dates and programme status.

Status



Complete

Update

Details of costs, timescales and technologies required are now provided to customers during project design and delivery stages. This allows customers at an early stage to be better able to determine the full cost and duration of their projects and as such determine their viability.

Endorsement

"It is welcome that this issue has been targeted for improvement. Poor information on telecoms has led us to abandon opportunities that were later proved to be feasible. Network planners do not seem confident talking about it. It is welcome that this issue has been targeted for improvement. Poor information on telecoms has led us to abandon opportunities that were later proved to be feasible. Network planners do not seem confident talking about this."

Telecommunication Solution - Trial

Action 10

Description

We will investigate if additional aspects of operational Telecommunications works can be treated as contestable. Over the next year we will conduct trials with identified partners to determine the feasibility and scope of future contestable telecommunications works.

Status



Complete

Update

SPD - Grid Code Power have expressed an interest in "Contestable Telecoms" and they have a number of battery storage projects across the districts. Meetings have been arranged between them and the ICE telecom Initiative Group.

SPM - UK Power Reserve have expressed an interest in 'Contestable Telecoms'. Plan to progress when these customers have projects in a position to proceed.

Endorsement

"We are looking forward to working with SP Energy Networks to make this happen and have been pleased with the open response so far to our questions."

Network Planning

Action 11

Description

We will provide greater visibility of our long term outage plan for both our licenced areas.

In our SPD licence area we will trial tailored sessions for individual generation customers to provide them with a more relevant briefing on any planned network outages that are likely to affect their existing or future connections.

In our SPM licence area, we will review and add new generation customers to our list of strategic customers that receive our SPM long term plan weekly. We will also offer individual meetings for any customer who would like to discuss our long term outage plans prior to accepting their connection offer. We have enhanced our Constraints Workshops and include planned outage information and system operation requirements.

Status



Complete

Update

SPD - Customers formally requesting outage information for their respective areas of interest are now given detailed information from the network outage teams on a biannual basis, and are informed of changes when relevant.

SPM - Customers can register to be added to the weekly email distribution list that will notify them of the planned outages on their circuit as part of the long term plan.

Endorsement

"Early visibility of planned network outages and any constraints is increasingly important to us and the SPEN owner/operator forum is a valuable tool that assists our commercial forecasting and the scheduling of planned maintenance."

SP Energy Networks Appendix

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Subject	Action	Key Strategic Objective	Key Performance Indicator	Timeframe (Regulatory Year)	Relevant Market Segment
1 Land and Planning Stakeholder Panel	We will seek to establish a Land Rights Stakeholder Panel to examine our Land Rights processes from a customer perspective, with the aim of identifying any opportunities for improvement.		Identify and establish Land Rights Stakeholder Panel Land Rights Stakeholder events held Feedback, findings and implementation plan for any future improvements reported to Stakeholder Panel Monthly survey conducted; Land Rights satisfaction score	Q3	DC, Unmetered, Metered
	We will communicate our Incorporated Rights Process available for use by Independent Distribution Network Operators, active in our SP Manweb licence area, and will publish guidance documentation in relation to this process.			Materials presented to SPM Stakeholder Panel Process and related communications published Measure volumes of project undertaking this process Monthly survey conducted; Land Rights satisfaction score	Q3
3 Website	We will focus on the stakeholder area of our website and enhance the information provided to ensure our stakeholders are aware of the depth and breadth of engagement across SPEN and provide more opportunity for stakeholder participation.		Endorsement from our Stakeholder Panels prior to implementation Introduce SPEN wide Events Calendar ICE timeline introduced with relevant links to action information Monitoring web traffic trends, three months after implementation Monthly survey conducted, website satisfaction score	Q4	DC, Unmetered, Metered
	We will also improve the information on the completion of our ICE improvements by introducing a timeline of key activities linked to the relevant information.				
4 Metering Process	We will develop an interactive tool on our website that will provide clear guidance for metering. This guidance will seek to clearly explain the roles and responsibilities at each stage of the process.		Develop an interactive tool for metering process Endorsement from our Stakeholder Panels prior to implementation Monthly survey conducted, metering satisfaction score	Q3	DC, Metered
	Building on our existing good communication we are committed to producing a quarterly newsletter for both our SPD and SPM licence areas to help our customers keep up to date with the work we are doing on a regular basis. We will continue to use alternative communication channels to deliver key messages and updates. This will include channels such as online tutorials and SPEN hosted webinars. Based on stakeholder feedback, topics will include: <ul style="list-style-type: none"> • DSO • Administration and Design fees • Owner/Operator forums • Fault Response • Land and Planning • Newsletter 		Delivery of key information/messages via alternative communication methods Webinar session held every two months, prioritised by stakeholder feedback Feedback from attendees and satisfaction measured We will publish a quarterly newsletter to inform our stakeholders of the improvements we are making, highlighting changes in policy and innovations over the past two years and current year as they are made available.	Q4	DC, Unmetered, Metered
5 Communication Channels					

6	Project Management	<p>We will continue to monitor and assess our customer communication throughout the lifecycle of a project.</p> <p>Following the development of project templates and governance for our large major projects, we will look to establish similar templates and processes for smaller HV/LV projects. At the outset of each project we will agree key milestones and a delivery programme which reflects the project commitments of our customers and SPEN.</p> <p>Furthermore, we have also recognised the need to enhance the project management skills within our delivery teams and therefore will look to establish further training for those staff delivering our connections projects. Additionally for our larger, multi-district license, project stakeholders, we will review enhancing the account management and project management offering to provide a more effective way of working with them.</p>	🕒	<p>Publish templates on our website for typical LV/HV projects, reflecting indicative timescales for each milestone</p> <p>Internal Project Management training delivered</p> <p>Monthly survey conducted, communication satisfaction score improvement for Design, Delivery aspects of project management</p> <p>We will work with our larger stakeholders to review the benefits of a portfolio management approach to their suite of projects</p>	Q4	DC, Unmetered, Metered
7	Electric Vehicle Partnership	<p>We will seek to establish key partnerships with stakeholders to inform them of our Electric Vehicle strategy and policy going forward. This will include local and national government as well as private sector organisations.</p>	👍	<p>Identify and establish two key EV partnerships</p> <p>Feedback sought from stakeholders and satisfaction measured</p> <p>Number of initiatives/learnings will be taken forward by our business</p>	Q3	Metered
8	Telecommunication Trial	<p>Following our feasibility study carried out in 2017, we will investigate the potential of making the provision of telecommunication solutions a contestable activity. Over the next year we will start to conduct trials with identified partners which will determine the feasibility and scope of future contestable telecommunications works.</p>	🕒	<p>Publish the projects and stakeholders participating in the trial</p> <p>Publish a progress update in our October ICE submission</p> <p>Conduct, publish findings and outcome of trial</p>	Q4	DC, Metered
9	ICP/IDNO Interface	<p>To assist with the uptake of our Code of Practice we will review our processes and systems to support the delivery of the code. Specifically, we will seek to enable greater level of self-service by our customers with the purpose of reducing the time taken to design and deliver projects.</p> <p>We will establish a working group of internal/external stakeholders to undertake this review.</p> <p>We will review with our stakeholders other DNOs' best practices with a view to adopting them where practicable.</p>	👍	<p>We will establish an internal/external working group</p> <p>We will identify and publish recommendations from this in our October update</p> <p>Publish updated end to end process documentation and guidance for IDNO/ICP self-design approval, self-determination of POC and self-connect.</p> <p>Work in partnership to review one DNO best practice per month with our stakeholders to determine their feasibility for adoption</p>	Q4	DC, Metered
10	Heat Maps	<p>We are developing the next generation of heat maps to address the uptake of Low Carbon Technologies (e.g. Heatpumps and Electric Vehicles) and will engage with our stakeholders to understand exactly what their future requirements are. This engagement will help us identify the enhanced functionality required and allow us to implement the changes efficiently and in a timely manner.</p>	👍	<p>Heat Map Webinar Held</p> <p>Stakeholder feedback gathered via various workshops/events</p> <p>New requirements/functionality agreed and communicated</p> <p>Implementation plan developed and communicated</p>	Q3	DC, Metered
11	Queue Management	<p>Measure the impact of our queue management policy being applied to new and previously accepted projects. We demonstrated that capacity is being released when projects are identified as not progressing according to policy.</p>	🕒	<p>Identify and measure that capacity is being released as per our queue management policy</p> <p>Freed up capacity / changes in the queue communicated to our stakeholders</p>	Q4	DC, Metered

- 🕒 Time
- 👍 Satisfaction
- £ Cost

- Q1 Quarter 1 (April - June 2018)
- Q2 Quarter 2 (July- September 2018)
- Q3 Quarter 3 (October - December 2018)
- Q4 Quarter 4 (January - March 2019)

Subject	Action	Key Strategic Objective	Key Performance Indicator	Timeframe (Regulatory Year)	Relevant Market Segment
12	<p>Flexible Tenders</p> <p>It is our responsibility to develop smarter, more flexible solutions to meet future demand, seeking out alternative solutions which could mitigate the need for traditional reinforcement and reduce costs for our customers. We recognise that connected distributed resources could provide services to assist our distribution networks in key areas that have specific challenges during periods of network constraint. This action will therefore seek to explore additional markets for flexibility with customers who are able and willing to control how much they generate or who can reduce their demand.</p>	🕒 👍 £	<p>Issue tender for Flexibility</p> <p>Communicate developments until contracts are successfully agreed</p>	Q3	DC, Metered
13	<p>Connection Offer Expenses</p> <p>We will implement Connection Offer Expenses and communicate this to all internal/external stakeholders.</p> <p>We will produce an information leaflet to inform our customers of the commencement date, fee structure and any exemptions.</p>	🕒 👍 £	<p>Communications rolled out to all internal and external stakeholders</p> <p>Any resultant improvements identified and communicated</p> <p>Feedback on impact to stakeholders assessed via the monthly survey</p>	Q2	DC, Metered

- 🕒 Time
- 👍 Satisfaction
- £ Cost

- Q1 Quarter 1 (April - June 2018)
- Q2 Quarter 2 (July- September 2018)
- Q3 Quarter 3 (October - December 2018)
- Q4 Quarter 4 (January - March 2019)

Subject	Action Description	Risk Status	Update
1 Communication - Customer Journey	We will develop an interactive tool on our website that will provide clear guidance on our customer connections processes. This will include information on application, design, acceptance, Land Rights, delivery and metering. We will also develop a separate tool for our ICPs/IDNOs.		New website went live on the 24th of November with the new customer journey and ICP/IDNO journey published. This allows the customer to navigate directly to their area of interest quicker and provides a more in-depth level of information. The addition of the ICP/IDNO journey makes the key steps explicit for this segment especially the key milestones and actions that are required.
2 Communication - External	We will improve the consistency and application of every aspect of the process across our districts in the way we communicate throughout the lifecycle of a project. This will clearly define the method of contact, who is responsible for each stage of the project, the appropriate timescales and effectiveness of the communication. We will focus on our communication at design, delivery and our Land Rights project stages, as these are identified as our stakeholders' priorities. For Land Rights, we will also commit to providing regular updates on the progression as agreed with the customer but no less than once a month.		Comprehensive process created and rolled out to districts with regular updates from project management to customers including system access and updates on Land Rights. There will be upfront conversations on capacity constraints, with cost and timescale estimates outlined for a range of areas, such as land and planning, telecommunications, transmission restrictions and key equipment that may be required.
3 Communication - Website	Building on the success from last year's website improvements, we will further improve the online experience by simplifying navigation of our connections area of the website and editing content based on stakeholder feedback.		New website went live on the 24th of November with positive feedback from our online community. This included creating separate land and planning and stakeholder information sections on the website, that provide a wide and varied range of details including policies, templates and key updates that customers can use. These and other similar changes have improved the navigation of the site and made it easier to find key information while at the same time increasing the level of detail available.
4 Communication - Channels	Building on our well established stakeholder workshops, we will use alternative communication channels to deliver key messages and updates. This will include online tutorials and SPEN hosted webinars. We will test each alternative communication channel to measure success and determine its effectiveness. We will hold these sessions every two months, prioritised by stakeholder feedback as follows: <ul style="list-style-type: none"> • RADAR webinar • Flexible connections, online tutorial • DSO, webinar • Land Rights, online tutorial • Electric / battery storage webinar 		Six video clips and the full presentation from the DG constraints workshops from our SPD and SPM areas have been published on the website. The RADAR tutorial video have also been published. These are available to our stakeholders to view anytime to allow them access to our workshops and to refresh their knowledge at any time. This is uploaded to the website for the stakeholders to view at any point, giving access on key information on workshops if a stakeholder could not make the workshop and/or if they just wish to refresh or share the information at a later date to ensure they can refresh themselves on SP Energy Networks latest thinking.
5 Partnerships Working	We will continue to work in partnership with existing groups of stakeholders to inform them of our strategy and policies. We will actively seek new partnerships to help communicate the important innovative and commercial developments within our industry. We will progress new opportunities from customers/community groups/stakeholders within our licence areas to broaden our range of partnerships. We will communicate the learning of each partnership to ensure any outcomes are shared.		SPD - Solar Trade Association, National Farmers Union and Scottish Renewables, all in advanced discussions on partnership working with the STA partnership delivering a change in policy to increase the threshold to 200kVA without need for SOW. SPM - Ongoing partnerships with Welsh Government funded Flintshire Virtual Private Network, Energy Local Bethesda, Liverpool City Region and Liverpool City Council. New partnerships recently established with the Cheshire Energy Hub and the Cheshire West and Chester Council Heat Network Project in Chester and Ellesmere Port.



In Progress



Complete

6 Project Management	We will agree key milestones at the outset of each project, and a delivery programme which reflects the project commitments of our customers and SPEN.		Robust project management templates created for projects involving 33kV full, 33kV POC and 11kV - with web versions published. These are being piloted in Central and Fife and Lanarkshire and a training plan is being drawn up for roll out to all districts. These templates are now being rolled out across our two licence areas.
7 Land Rights Communication	Through stakeholder feedback and the 2017 ICE Action Plan, it was identified that there is very little reference to Land Rights and the land and planning processes throughout the connections customer journey. This can lead to a lack of understanding of the requirements and responsibility of both SP Energy Networks and the customer in obtaining appropriate land rights and planning consents associated with project delivery. It was felt that the customers' expectations were not properly managed from the outset, leading to misunderstanding and miscommunication of the Land Rights process.		The connections offer letter was re-drafted to include standard wording around Land Rights; what they are, when they are required, the roles of both SP Energy Networks and the customer and some indicative timescales. The letter has been signed off by SP Energy Networks and is in circulation. Furthermore, the Land Rights section of the SPEN website was developed with a new look and feel. There is now a specific section on "Land Rights for Connections Customers" inclusive of information on timescales and potential risks or delays during the Land Rights process. Lead times and process milestones were reviewed, refined and published internally to help support staff communicate the land rights process to our customers. An internal training programme has commenced, educating staff on Land Rights, planning processes and associated timescales. Roll out will continue during this year. A review of access to the Land and Planning project tracker was undertaken to ensure access and utilisation by project managers to facilitate regular communication with customers. Through attendance at the connections stakeholder panels, stronger relationships have been built with key connections stakeholders, allowing Land and Planning a forum to engage better with these groups, leading to project reviews and lessons learned sessions.
8 Flexible Connections	We will publish the location of our ANM zones, together with a forward looking plan for future enabled zones.		We have published our ANM schemes on our website for both our SPD and SPM licence areas. This enables stakeholders to be able to determine the likelihood of projects of interest in constrained areas. In addition the engineers and designers in these areas can advise on the processes involved and the assistance that is available on ANM or similar schemes within these zones.
9 Telecommunication - Design & Delivery	We will ensure our customers receive an approximate estimate of costs for their telecommunications solution at the design stage of their project. Once it's accepted, we'll provide even more details. Then at the delivery stage, we'll make the telecommunication element of their project even clearer, with a monthly report detailing programme critical dates and programme status.		Details of costs, timescales and technologies required are now provided to customers during project design and delivery stages. This allows customers at an early stage to be better able to determine the full cost and duration of their projects and as such determine their viability.
10 Telecommunication Solution - Trial	We will investigate if additional aspects of operational Telecommunications works can be treated as contestable. Over the next year we will conduct trials with identified partners to determine the feasibility and scope of future contestable telecommunications works.		SPD - Grid Code Power have expressed an interest in "Contestable Telecoms", and they have a number of battery storage projects across the districts. Meetings have been arranged between them and the ICE telecom Initiative Group. SPM - UK Power Reserve have expressed an interest in "Contestable Telecoms". Plan to progress when these customers have projects in a position to proceed.
11 Network Planning	We will provide greater visibility of our long term outage plan for both our licenced areas. In our SPD licence area we will trial tailored sessions for individual generation customers to provide them with a more relevant briefing on any planned network outages that are likely to affect their existing or future connections. In our SPM licence area, we will review and add new generation customers to our list of strategic customers that receive our SPM long term plan weekly. We will also offer individual meetings for any customer who would like to discuss our long term outage plans prior to accepting their connection offer. We have enhanced our Constraints Workshops and include planned outage information and system operation requirements.		SPD - Customers formally requesting outage information for their respective areas of interest are now given detailed information from the network outage teams on a biannual basis, and are informed of changes when relevant. SPM - Customers can register to be added to the weekly email distribution list that will notify them of the planned outages on their circuit as part of the long term plan.



In Progress



Complete

SP Distribution Licence Area

Areas of Responsibility & Key Contacts

Each of our six geographical districts across the SP Distribution licence area cover all connections activities at 33kV voltage level and below

This Area of Responsibility List was created as a direct result of our stakeholders requesting information and access to our key contacts in our Districts and has been warmly welcomed.

Edinburgh & Borders

District General Manager - Ian Johnston
Ian.Johnston@spenergynetworks.co.uk | 07753 624803

Head of Planning & Design - Sean Gavaghan
Sean.Gavaghan@spenergynetworks.co.uk | 07789 925327

Head of Delivery - Mark Everett
Mark.Everett@spenergynetworks.co.uk | 07753 624104

Head of Delivery - Gordon Burrows
Gordon.Burrows@spenergynetworks.co.uk | 07725 410347

Central & Fife

District General Manager - Ewan McMillan
Ewan.McMillan@spenergynetworks.co.uk | 07753 621638

Head of Planning & Design - Craig Graham
Craig.Graham@spenergynetworks.co.uk | 07753 623669

Head of Delivery - Peter Joyce
Peter.Joyce@spenergynetworks.co.uk | 07753 623966

Head of Delivery - Caryn Jack
Caryn.Jack@spenergynetworks.co.uk | 07702 663605

Glasgow & Clyde North

District General Manager - David Guthrie
David.Guthrie@spenergynetworks.co.uk | 07918 627290

Head of Planning & Design - Stephen Peacock
Stephen.Peacock@spenergynetworks.co.uk | 07753 624866

Head of Delivery - John MacKinnon
John.MacKinnon@spenergynetworks.co.uk | 07753 624191

Head of Delivery - Tom Melrose
Tom.Melrose@spenergynetworks.co.uk | 07753 624699

Ayrshire & Clyde South

District General Manager - Graham Campbell
Graham.Campbell@spenergynetworks.co.uk | 07753 624146

Head of Planning & Design - Alistair Menzies
Alistair.Menzies@spenergynetworks.co.uk | 07753 623670

Head of Delivery - Jonathan Giff
Jonathan.Giff@spenergynetworks.co.uk | 07725 410356

Head of Delivery - Angus Campbell
Angus.Campbell@spenergynetworks.co.uk | 07753 623778

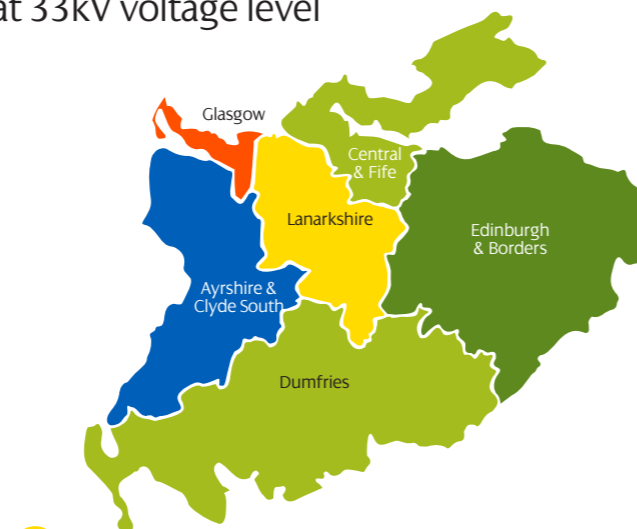
Dumfries & Galloway

District General Manager - Iain Steele
Iain.Steele@spenergynetworks.co.uk | 07753624154

Head of Planning & Design - Kenny Bowie
Kenny.Bowie@spenergynetworks.co.uk | 07753 624570

Head of Delivery - Neil Carruthers
Neil.Carruthers@spenergynetworks.co.uk | 07753 624579

Head of Delivery - Craig Cottrill
Craig.Cottrill@spenergynetworks.co.uk | 07921 113104



Lanarkshire

District General Manager - Eddie Mulholland
Edward.Mulholland@spenergynetworks.co.uk | 07702 665526

Head of Planning & Design - David Climie
David.Climie@spenergynetworks.co.uk | 07753 623951

Head of Delivery - Derek Drummond
Derek.Drummond@spenergynetworks.co.uk | 07753 623790

Head of Delivery - Nicola Stewart
Nicola.Stewart@spenergynetworks.co.uk | 07753 624139

Other Contacts

Land & Planning

Head of Land & Planning - Ross Baxter
Ross.Baxter@spenergynetworks.co.uk | 07753 623724

Distribution Land Team Leader - Rachel Pitt
Rpitt@spenergynetworks.co.uk
0141 614 3916 & 07922 580788

Stakeholder Engagement Team

Customer Engagement Manager - Elaine Forsyth
Elaine.Forsyth@spenergynetworks.co.uk | 07753 624157

Customer Engagement Manager - Johan Gillespie
Johan.Gillespie@spenergynetworks.co.uk | 07921 113137

Customer Engagement Manager - Stuart Walker
Stuart.Walker@spenergynetworks.co.uk | 07725 410382

Customer Engagement Manager - Alison Croft
Alison.Croft@scottishpower.com

SP Manweb Licence Area

Areas of Responsibility & Key Contacts

Each of our five geographical districts across the SP Manweb licence area cover all connections activities at 33kV voltage level and below

North Wales

District Manager - Andrew Churchman
Andy.Churchman@spenergynetworks.co.uk
07753 624757

Head of Planning & Design - Terry Jones
Terry.Jones@spenergynetworks.co.uk
07753 624359

Head of Delivery Wales - John Heathman
John.Heathman@spenergynetworks.co.uk
07753 623886

Wirral

District Manager - Jane Wilkie
Jane.Wilkie@spenergynetworks.co.uk
07834 962467

Head of Planning & Design - Dewi Jones
Dewi.Jones@spenergynetworks.co.uk
07753 624441

Head of Delivery - John McWilliams
John.McWilliams@spenergynetworks.co.uk
07753 624329

Dee Valley/ Mid Wales

District Manager - Liam O'Sullivan
Liam.O'Sullivan@spenergynetworks.co.uk
07917 085526

Head of Planning & Design - Gary Barnes
Gary.Barnes@spenergynetworks.co.uk
07753 624393

Head of Delivery Wales - John Heathman
John.Heathman@spenergynetworks.co.uk
07753 623886

Merseyside

District Manager - Andrew Lloyd
Andrew.Lloyd@spenergynetworks.co.uk
07753 623728

Head of Planning & Design - Neil Woodcock
Neil.Woodcock@spenergynetworks.co.uk
07753 624072

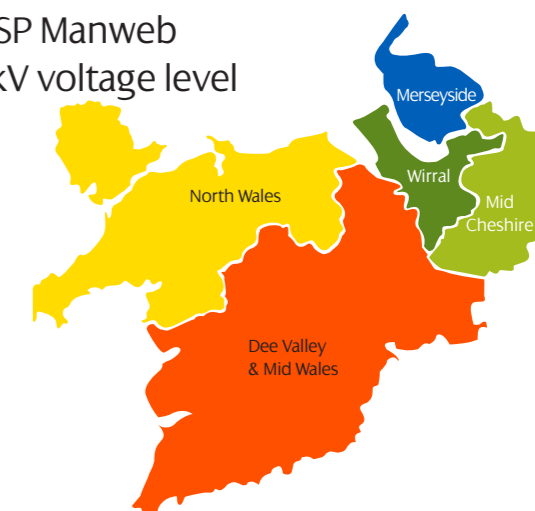
Head of Delivery - Mark Barry
Mark.Barry@spenergynetworks.co.uk
07753 624309

Mid Cheshire

District Manager - Tom Walsh
twalsh@spenergynetworks.co.uk
07753 624439

Head of Planning & Design - Ken Brassington
Ken.Brassington@spenergynetworks.co.uk
07753 624053

Head of Delivery - Andy Jewell
Andrew.Jewell@spenergynetworks.co.uk
07501 223056



Other Engagement Contacts

132kV System Design SP Manweb

Distribution Network Manager (SPM) - Malcolm Bebbington
malcolm.bebbington2@spenergynetworks.co.uk - 0141 614 5838

Lead Engineers - Merseyside - Sue Pilcher
Sue.Pilcher@spenergynetworks.co.uk | 0141 614 5692

Lead Engineers - North Wales - Andy Beddoes & Jon Mitchell
Andy.Beddoes@spenergynetworks.co.uk | 0141 614 5689
Jonathan.Mitchell@spenergynetworks.co.uk | 0141 614 5686

Lead Engineers - Cheshire - Mark Lyon & Miles Buckley
Mark.Lyon@spenergynetworks.co.uk | 0141 614 5690
Miles.Buckley@spenergynetworks.co.uk | 0141 614 5691

132kV Business SP Manweb

Business General Manager - Alyn Jones
alyn.jones@spenergynetworks.co.uk | 07753 624268

132kV Programme Head of Delivery - Mark Sobczak
Mark.Sobczak@spenergynetworks.co.uk | 07753 623735

Land & Planning

Head of Land & Planning - Ross Baxter
Ross.Baxter@spenergynetworks.co.uk | 07753 623724

Distribution Land Team Leader - Jo Baugh
Jo.Baugh@spenergynetworks.co.uk | 0141 614 5835 | 07753 461241

Stakeholder Engagement Team

Stakeholder & Community Engagement Manager - Rachel Shorney
Rachel.Shorney@spenergynetworks.co.uk | 07753 623898

Customer Engagement Manager - Louise Taylor
Louise.Taylor@spenergynetworks.co.uk | 07753 624442

Customer Engagement Manager - Janet Newbrook
jnewbrook@spenergynetworks.co.uk | 07753624431

Customer Engagement Manager - Hanna Mai Turner
hmtturner@spenergynetworks.co.uk

Glossary of Terms

Term	Definition
Accreditation	The appropriate qualifications to allow alternative connection providers to operate on our electrical network.
Alternative Provider Register	Scottish and Southern Electricity Networks & Northern Power Grid list of alternative providers that are active in our license areas for new connections work.
ANM	Active Network Management; using technology to enable generators to connect in constrained areas on a commercially non-firm basis.
ARC Accelerating Renewables Connections;	SPEN 'Low Carbon Networks' funded project to consider innovative methods for connecting DG quicker and cheaper.
AVR	Automatic Voltage Regulator; this is a device which can be deployed on our overhead line network and controls the voltage to ensure the network remains within statutory limits.
BEIS	Department of Business, Energy and Industry Strategy - The Government department brings together responsibilities for business, industrial strategy, science, innovation, energy, and climate change.
Budget Quote	A budget quote is provided to aid customers with up front planning of projects and is a simple review of the network within the vicinity of the proposed development and does not include detailed modelling of the system. A budget quote cannot be contracted.
BMCS	Broader Measures of Customer Service.
CCCM	Common Connection Charging Methodology.
CARES	Community and Renewable Energy Scheme.
CIC	Competition in Connection; ability for a customer to seek connection to the network using a Lloyds accredited ICP of your choice.
CIC Code of Practice (CoP)	This is a proposed industry standard which is being developed jointly by DNOs and OFGEM. The code is aimed at making it easier for alternative connection providers to get their customers connected and better inform customer of their choices.
Collaborative Connections	These are connections where multiple customers are brought together to benefit from shared connection costs and shared assets to maximise the amount of generation connected in any part of our network.
Connections Customer Steering Panel(CCSP)	A dedicated forum to give stakeholders more influence over our connection service.
Constraint Managed Zones (CMZ)	Effectively manage peaks in demand or distributed generation without needing to reinforce the network.
Contestable	When we talk about contestable work, these are the 'off the system' works, which can be completed by either ourselves or a Lloyds accredited ICP of a customers choice.
Contracted Capacity Register	This lists generators that are contracted but not physically connected to our network.
CRAM	Connection Registration and Management. This was a legacy IT system utilised to manage CIC enquiries where a Lloyds accredited ICP was being employed to complete the contestable works.
CRM	Under the SP brand name of Athos, CRM is SP Energy Networks Customer Relationship Management system which will help us better serve our customers.
Customer	A customer is defined as someone who is or has applied for a connection to our network.
Customer Surgeries	These are held monthly for any customers who wish to discuss a project with us at any time in the process.
DG	Distributed Generation; this is the connection of generation to any point of the distribution system, from 230V up to 33,000V in Scotland or 132,000V in England and Wales.
DNO	Distribution Network Operators, responsible for owning, operating and maintaining the electrical network in their licensed geographical area.

DSO	Distributed Systems Operator responsible for facilitating effective and well-functioning distribution markets, which give options to customers to choose the best connection provider and allow connection providers to offer options and services best tailored to connection customer needs.
Dual Offers	These are formal offers which facilitate the acceptance of either the full works or just the non-contestable works, with the contestable works completed by a Lloyds accredited ICP of a customer's choice.
ENA	Energy Networks Association is the voice of the networks, representing the 'wires and pipes' transmission and distribution network operators for gas and electricity in the UK and Ireland.
Export Management/ Limited Device	These are devices which seek to manage the local demand alongside any generator, essentially restricting export to our network.
Feasibility Study	A feasibility study is a chargeable service to run a number of network models and advise what capacity is available and where on parts of our network. This does not facilitate a connection offer, and does not carry any contractual link to a formal connection offer.
Flexible connection	A transitional solution may be available for a connection. We will engage with you to discuss flexible contractual terms, which depending on the circumstance, may allow connection ahead of the required reinforcement works.
Formal Connection Offer	A Formal Connection offer facilitates a contract between us and the applicant to accept our offer and progress the construction works with the connection.
Full Metering Settlement Option	Enables clients to share a point of connection without a boundary meter. The point of supply is separated on the customer side of the connection providing two or more customer meters with full settlement (e.g. shared connection for community and commercial pv site / shopping centre with multiple outlets).
G59	G59 is the industry standard for generators greater than 16 amp per phase.
G83	G83 is the industry standard for small scale embedded generators for connections up to 16 amp per phase, 3.68kw single phase connection or when multiple generators are to be connected.
GRP Enclosures	'Glass Reinforced Plastic' enclosures. Our traditional solution for a substation which requires a battery set is a brick building, GRP solutions utilise glass reinforced plastic technologies (GRP) to provide substation enclosures that can provide similar environments to brick-built substations.
GSPs	A Grid Supply Point is the point at which electricity enters the distribution network, leaving the transmission network.
Heat-maps	These are maps of our High Voltage network, colour coded based on the available capacity on any given circuit.
ICP	Independent Connection provider.
IDNO	Independent Distribution Network Operators develop, own, operate and maintain local electricity distribution networks.
Intertrip	An intertrip will automatically disconnect a generator or demand from the network when a specific event occurs.
JOA/SRS	Joint Operational Agreement/ Site Responsibility Schedule these are required for users connected at High Voltage / Extra High Voltage.
Joining	Joining is a method of connecting two sections of cable together.
KPI	Key Performance Indicator.
LCNF	Low Carbon Networks (LCN) Fund was established by OFGEM as part of the electricity distribution price control. The fund offers capital to support projects sponsored by the Distribution Network Operators (DNOs) to try out new technology, operating and commercial arrangements.
LiDAR	Light Detection And Ranging, a surveying technology that measures distance by illuminating a target with a laser light
Link boxes	A link box provides a point of isolation at the interface of an IDNO (Independent Network Operators) and DNO network
Meter Point Administration Number (MPAN)	A 21-digit reference used in Great Britain to uniquely identify electricity supply points.
Market Segment	This is the regulatory terminology which defines DGLV and DGHV.

Metering	This is the mechanism for settlement to ensure your generation receives the correct rates for your tariff and is a key part of the balancing and settling arrangements, which are laid down in the Balancing and Settlement Code (BSC).
NERS	National Electricity Registration Scheme, performs technical assessment of the service providers who elect to be assessed for accreditation for contestable works associated with the installation of electrical connections.
NGET	National Grid Electric Transmission - Deals with all aspects of the contracts for the connection to and use of the electricity transmission system throughout the UK.
Non-Contestable	Where we talk about on-site works, these are typically within either the customers land boundaries or the CDM boundary within which a Principle Contractor operates.
On-Site	On-site works are typically within either the customers land boundaries or the CDM boundary within which a Principle Contractor operates
PPA	Power purchase agreement, is a contract between two parties, one which generates electricity (the seller) and one which is looking to purchase electricity (the buyer).
Pseudo MPANs	enables clients to sub-meter behind a single point of supply making individual bills available (e.g. shared connection for community and commercial pv site / shopping centre with multiple outlets). This option requires a common meter operator and a boundary meter.
POCs	Point of Connection for the electrical network.
Quote+	Quote+ provides options for our customers quickly whilst maintaining queue position.
RAdAR	Register of Adopted Asset Requests; this is our current IT system utilised to manage CIC enquiries where a Lloyds accredited ICP is being employed to complete the contestable works.
RIIO ED1	(Revenue = Incentives + Innovation + Outputs) price control set the outputs that the 14 electricity Distribution Network Operators (DNOs) need to deliver for their consumers and the associated revenues they are allowed to collect for the eight-year period from 1 April 2015 to 31 March 2023.
SoW	The Statement of Works process should be followed when it is identified that a generator seeking a connection to a DNO's network may have an impact on the transmission network
Substation	A part of our network where DG is connected and we transfer power across boundaries, either by voltage level or a customer's point of common coupling
TSO	Transmission Systems Operator – responsible for facilitating effective and well-functioning transmission markets, which give options to customers to choose the best connection provider and allow connection providers to offer options and services best tailored to connection customer needs.
Land Rights	SPEN seek to obtain land rights for all of its operational assets which are situated on private land. Those rights can take the form of wayleaves, easements and servitudes, leases and outright ownership.
Webinar	Web conferencing.
Witness test	'Witness testing' is where we, the distribution network operator, attend the site of a generator to witness your commissioning engineer test the protection systems associated with your generator and ensure they operate correctly.

Summary of Relevant Market Segments

Term	Definition
Metered Demand Connections	Low Voltage (LV) work: LV connection activities involving only LV work, other than in respect of the Excluded Market Segment. High Voltage (HV) work: LV or HV connection activities involving HV work (including where that work is required in respect of connection activities within an Excluded Market Segment). HV and Extra High Voltage (EHV) work: LV or HV connection activities involving EHV work. EHV work and above: extra high voltage and 132kV connection activities.
Metered Distributed Generation (DG)	LV work: low voltage connection activities involving only low voltage work. HV and EHV work: any connection activities involving work at HV or above.
Unmetered Connections	Local Authority (LA) work: new connection activities in respect of LA premises. Private finance initiatives (PFI) work: new connection activities under PFIs. Other work: all other non-LA and non-PFI unmetered connections work.





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