

Making a Difference

Our strategy for stakeholder engagement

Ofgem Electricity Transmission Stakeholder Engagement Incentive Scheme **Part One**



**SP ENERGY
NETWORKS**

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Making a Difference

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'This year we continued to see improvements in SPEN's approach to stakeholder engagement, which has become increasingly embedded in the organisation'

DNV GL Assurance

'The work this year to develop fourteen dedicated engagement plans was notable. The dedicated plans identified for their area: the strategic issues, relevant stakeholder groups and their relative priority, a plan of engagement activities with an owner, objectives and timings'

DNV GL Assurance



Increased coverage – 3,000 stakeholders registered, up 23% from 2014–15



Increased diversity – covering 110 stakeholder groups, up 25% from 2014–15, demonstrating that we have extended our base; getting closer to those that are hard to reach



Improved targeting – Stakeholder priority level mapped for each stakeholder across each of 14 engagement plans



Improved response – 14 engagement plans, representing 479 engagements created and carried out to manage issues and risks.



Improved visibility – 121 stakeholder and business issues and risks identified



Materiality underpinned by stakeholder surveys and involvement from strategic stakeholder panels



THE culture of any organisation is what marks it out as different; makes it stand out from the rest.

Strategies can be the same, but it is in the delivery of them – through the culture of the business running from bottom to top and back again – which links us all together and makes a tangible difference to stakeholders, be they customers, partners or staff.

Which is why I'm delighted that within SP Energy Networks there has been a momentous shift in our culture – in our values, practices and behaviours; a shift which over the last few years has put our stakeholders at the very heart of what we do.

Last year we reorganised our whole business in line with our commitment to use our stakeholders' opinions and ideas to inform what we do from the day-to-day decisions to the plans for the future.

In doing this, we did not get hung up about the labels of "transmission" and "distribution" – a distinction which is irrelevant to many of our stakeholders and to the issues and concerns they want us to address.

This change meant that barriers were broken down between the two arms of the business, and our formal governance made sure all our structures are open to the free-flow of information and communication from the front line to the executive team, and across transmission and distribution.

Indeed in part two of this submission you'll be able to see that we've taken best practice experience from distribution and used it in our transmission business – all part of enabling better connections with stakeholders, engaging and communicating with them, ensuring

they know our plans, how they can influence us and changing what we do as a result.

People across our company know of our 14 different stakeholder engagement plans and how they are implemented – and they had a role in shaping as well as delivering them.

The 14 plans come together to form a coherent whole. We have strong processes to map our stakeholders, monitor and track initiatives and outcomes, and play information back to them.

Tailoring our engagement to emerging situations on the ground has also delivered a deeper, more nuanced understanding between us and our stakeholders.

We've also gone further – by stimulating stakeholder discussions around problems they hadn't even considered, such as what they would do if the worst thing happened and all power was lost.

We have never been as close to our stakeholders, and while in terms of the traditional stakeholders of our transmission business, they may be fewer in number, they are well informed and hugely influential. Without doubt we are now more agile and able to react to their feedback more quickly, ensuring they feel part of what we do.

I really cannot think of year when I've been so encouraged by the progress made to embed the whole idea of stakeholder engagement within our business and to constantly look for ways to improve and deepen that engagement – this is the culture of SP Energy Networks.



Frank Mitchell
CEO

Conclusion taken from full opinion statement

Overall, we continued to see improvements in SPEN's approach to stakeholder engagement. We have noted a more systematic approach to stakeholder engagement, which was primarily driven by the introduction of dedicated Stakeholder Engagement Managers. Their role has helped to ensure the stakeholder engagement strategy is delivered consistently across the business.

The strategic stakeholder panels have continued to be an important forum for dialogue with stakeholders. Importantly, the broadening of participation to include specialist non-members has increased the quality and level of feedback on specific strategic issues.

The prioritisation of stakeholders has also become more systematic this year, supported by the engagement plan tool which requires prioritisation by stakeholder category. The Internal Stakeholder Action Group (ISAG) has encouraged internal discussion between engagement plan owners which has helped evolve engagement plans and identify synergies.

The introduction of the Cost Benefit Analysis (CBA) model is an important step in tracking the outcomes of engagements. As it becomes embedded, we expect SPEN to be able to demonstrate further the benefits of its stakeholder engagement activities.

However, as would be expected, quantifying the social returns on investment has been more challenging. The business is still working on viable ways to develop this important tool.

The implementation of the database to manage stakeholder engagement data will be an important milestone, and should provide more real-time and consistent information to support the stakeholder engagement programme.

Conclusion taken from full opinion statement.



The appointment of dedicated Stakeholder Engagement Managers has helped drive forward the importance of stakeholder engagement into decision making in both Transmission and Distribution. This has been particularly key in driving forward engagement within the Transmission business, where the programme has become notably better embedded this year.





‘We are a customer-focused company trusted by our communities and stakeholders; an engineering company with strong stewardship of assets and world-class safety credentials; and a company that attracts and develops skills for the future from the communities we serve. Our strategy for engaging with our stakeholders is integral to realising this vision.’

SP Energy Networks Stakeholder Strategy

Our strategy aim

Continually improve how we engage with stakeholders across all aspects of our business – allowing stakeholders to influence, guide and steer our activities, enabling us to better deliver against our vision as a business.

Our strategy is comprehensive

- Embeds responsibility across the whole business, via 14 senior managers and all teams. Engagement is part of everyone's job in SPEN.
- Is continually reviewed and challenged at senior-level.
- Is updated annually to take account of best practice.
- Is signed off by CEO and senior management.
- Is supported by central coordinating team, standard engagement toolkit and cost benefit analysis.

How do we know it is comprehensive? it is working; it is delivering outcomes and change within SPEN.

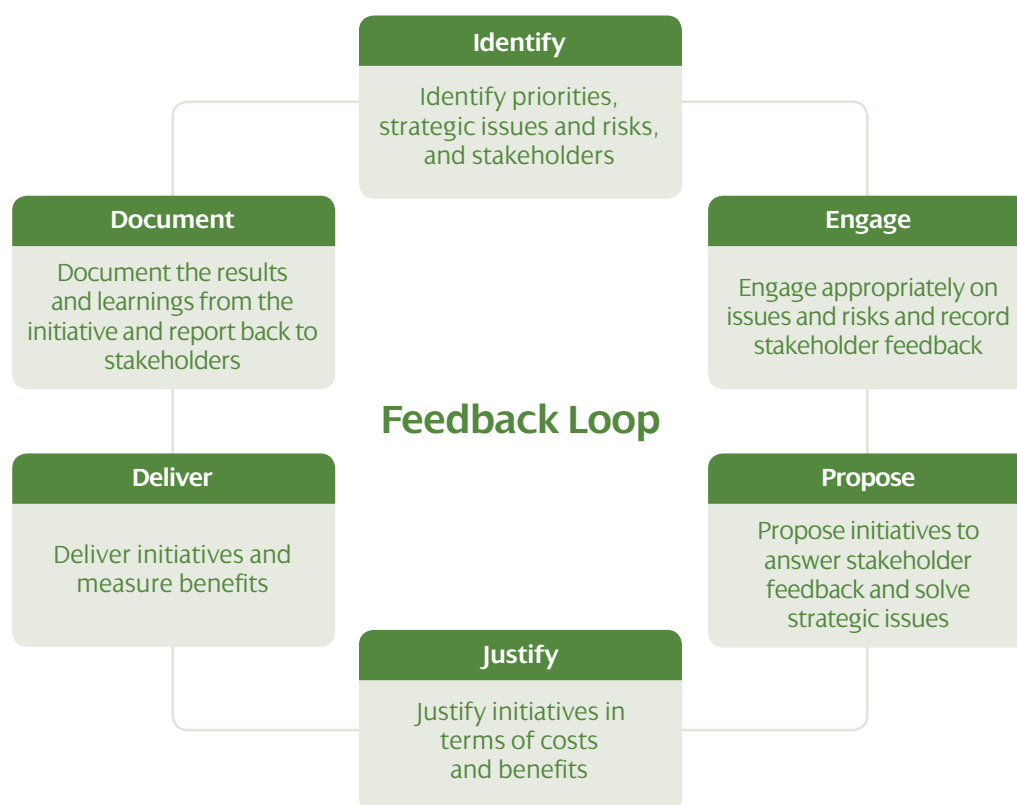
Foundation of our strategy

Our strategy aligns to AccountAbility AA1000 Stakeholder Engagement Standard. We have the following principles at the core of our strategy and it underpins all of our engagement:

- **Inclusivity** accountable to those who we impact, and those who have an impact upon us.
- **Materiality** – discovering the most relevant and significant issues and risks for us and our stakeholders and prioritising engagement around these.
- **Responsiveness** – responding to the feedback we receive on material issues by making decisions, taking action, improving performance and communicating with stakeholders.

Updates in 2015–16

- Embedded new Transmission stakeholder engagement team
- Launched new specific strategic level engagement workshop for Transmission, complementing existing panels
- Increased business engagement plan coverage
- Integrated Stakeholder Engagement Hub – one stop shop for all engagement information



See an example of our feedback loop in action in our case study on page 8

Driving engagement and culture changes through our business



'This year we continued to see improvements in SPEN's approach to stakeholder engagement, which has become increasingly embedded in the organisation...We saw significant evidence of commitment at a senior level to the stakeholder engagement strategy, as well as executive and senior management participation in a variety of stakeholder engagements and events.'

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Governance

Our new 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 facilitate 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.

Tailored for Transmission

Our Transmission business is very different from Distribution. We have a much smaller number of stakeholders, who are more informed. We tend to directly impact fewer people, but when we do, the impact tends to be greater.

We have one comprehensive Stakeholder Engagement strategy for SP Energy Networks, ensuring consistency of approach right across the company. This ensures:

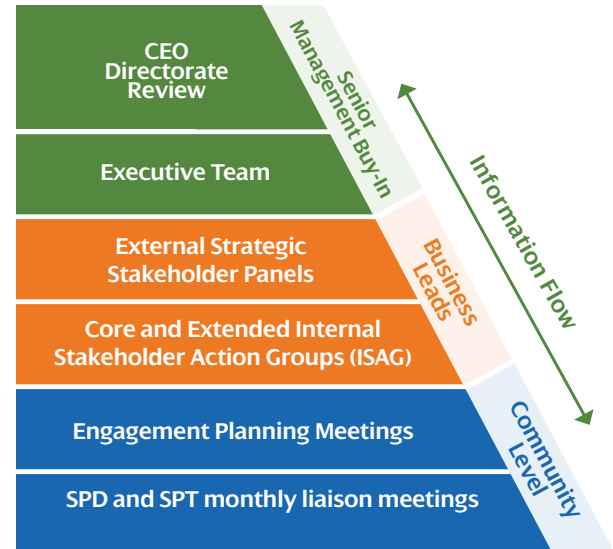
- A single, engagement approach for all of our staff
- A single set of tools and methods, consistently applied
- A joined-up approach to setting priorities and allocating resources
- A joined-up approach to reporting and evaluation – which leverages learnings more quickly and consistently

This consistent strategy gives us confidence that we are focusing on the right issues and activities across our business, and confidence that differences between transmission and distribution are well-justified.

Embedding stakeholder engagement throughout our business

The central stakeholder team define the strategy, collate and report on engagement outcomes and actions and support engagement owners throughout the business in defining and delivering engagement. They ensure that external stakeholder panels are balanced and representative, and they lead the regular Core and Extended Internal

Our Embedded Governance Structure



Stakeholder Action Groups (ISAG).

Senior business leads develop strategic engagement plans, share feedback and learnings through ISAG meetings, SPD and SPT monthly liaison meetings, and identify strategic issues for discussion with the External Strategic Stakeholder Panels. The ISAG meetings are central to our governance as the forum where stakeholder leaders from across the business meet regularly to discuss engagement, plans, feedback and actions, both forward and backward looking. This approach facilitates information sharing across the business, cross pollination between business plans, extended resourcing and support from different areas. It promotes a holistic approach and has significantly contributed to changing our culture and deeply embedding engagement within our organisation.

Embedded engagement responsibility	Executive Team	Central Stakeholder Team	Licence Stakeholder Teams	Engagement Planning Meetings
Comprehensive Stakeholder Engagement Strategy	Ownership, challenge and review of strategy	Setting the strategy and continually improving it	Integrating strategy into licence engagement plans and delivering licence-level engagement	Integrating strategy into topic-specific engagement plans and delivering topic-specific engagement
Broad and Inclusive Stakeholders	Driving inclusivity and challenging breadth and depth of stakeholder coverage	Identifying gaps in coverage and supporting plan owners to broaden	Identifying and broadening licence stakeholder base in line with emerging themes	Identifying and broadening topic-specific stakeholder base in line with emerging themes
Tailored Engagement Mechanisms	Driving analysis of materiality and innovative tailoring of engagement	Guiding engagement owners to use innovative and tailored methods that match materiality	Identifying the needs and priorities of licence stakeholders and tailoring engagement to suit	Identifying the needs and priorities of topic-specific stakeholders and tailoring engagement to suit
Acting on Feedback	Ensuring that feedback influences high level business decision making	Ensuring consistency of response and analysing feedback themes	Ensuring that feedback is acted on and answered consistently across all licences and districts	Ensuring that feedback is acted on and answered consistently across all topics
Positive Outcomes	Challenge and review of engagement outcomes	Consistency of measurement and evaluation	Designing and delivering licence initiatives to give the most positive outcomes for stakeholders	Designing and delivering topic-specific initiatives to give the most positive outcomes for stakeholders

Our 7 pillar strategy drives consistency



'As in previous years, we noted that the stakeholder engagement strategy in SPEN continued to evolve. The strategy continued to be applied across the entire organisation, covering both Distribution and Transmission.'

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At the centre of our strategy sit the seven pillars which underpin all of our activity. The structure ensures we deliver a clear, consistent programme of engagement, facilitating an environment in which stakeholder feedback is integral to the development of our business to deliver a service which best serves those we impact. We have used the recommendations included within DNV GL's independent assurance opinion statement and built those into our improvement plans for 2016–17:

		Improvements made in 2015–16	Improvements planned in 2016–17
Data	A single, centrally managed register of stakeholders, engagements, feedback & actions.	Creation of a new Stakeholder Hub to track all stakeholders, engagement, feedback and actions.	Implementation of a new IT system specifically built for Stakeholder Engagement, which will reduce manual processing and improve access to information. All of our stakeholder hub data will be migrated to the new system.
Tools	Templates for planning and recording, good practice examples & communication tools.	Creation of a new communications toolkit, containing templates and specifications for comms materials. One-to-one training for all engagement plan owners and leads.	Wider-reaching staff training on engagement planning, communication and best practice.
Plans	One central plan, focused on the material and strategic issues identified with our stakeholders.	Using the new Engagement Planning tool, the annual engagement planning process broadened to include 14 licence and priority areas with solid feed into central plan.	Refine engagement plan to build on learnings and identify greater synergies.
Feedback Loop	A range of channels to communicate findings, and demonstrate impacts with internal and external accountability.	New stakeholder engagement cost benefit analysis modelling introduced and training provided.	Systematically consider whether it's appropriate to use CBA across all stakeholder initiatives and investigate wider evaluation options.
Resources	Steered by Executive and senior management, core central team supporting licence – and topic specific teams. Engagement is embedded across the organisation via the engagement planning tool and ISAG at the centre, with responsibility for engagement driven through our entire business.	New organisation has driven culture change and integrated engagement throughout our licence and priority areas.	Extend stakeholder engagement training to next layer of staff.
Governance	Strategy owned and advocated by senior management team – regular review meetings, progress tracked through internal groups.	Strong senior management and executive buy in, supported by formal meeting structure and regular interaction. External governance has benefited from broadening of panel membership and full evaluation.	Increase momentum of ISAG groups, focusing on consistency and efficiency of engagement.
Assurance & Accreditation	External assurance used to support governance model and to identify strengths and weaknesses. We also hold accreditation for ISO9001.	18 management recommendations from 2015 external assurance actioned and implemented.	Fully implement 2016 DNV GL management recommendations.

Our 4 step engagement planning process – at the heart of all that we do



'The work this year to develop fourteen dedicated engagement plans was notable. The dedicated plans identified for their area: the strategic issues, relevant stakeholder groups and their relative priority, a plan of engagement activities with an owner, objectives and timings. The template supported the engagement plan owner in tailoring the engagement type to the relative priority of the stakeholder. Internal feedback provided by the central stakeholder engagement team and other licence areas, encouraged engagement plan owners to continue to tailor their engagements.'

DNV GL Assurance

We align stakeholder engagement activities with our strategic business priorities to maximise the benefits of stakeholder engagement. In 2015, we introduced a new engagement planning tool to assist managers in using the four-step process; to identify strategic issues, prioritise stakeholders, plan and deliver fully tailored engagement and record and analyse stakeholder feedback.

14 senior managers from across our business have each developed an annual engagement plan using this planning tool. By employing this consistent step by step thinking, we are aligning our engagement with our strategic issues, prioritising our stakeholders effectively, selecting the right methods of engagement and turning feedback into actions.

The engagement planning tool, supported by our robust governance structure, has been pivotal in deeply embedding engagement into the heart of our organisation.

Our 4-Step Engagement Planning Process

STEP 1

Identifying Strategic Issues and Risks

As the needs of our business and our stakeholders evolve, we know that it is important to continually refine and improve our approach. We use existing engagement, including **strategic stakeholder panels** and **in-depth annual surveys** to identify and validate business and stakeholder priorities and emerging themes.



We identify stakeholder and business priorities from a variety of different sources. Using these stakeholder and business priorities, senior managers identify the stakeholder and business strategic issues and risks across each of **14 licence and topic-specific engagement plans**.

Improved visibility – 121 stakeholder and business issues and risks identified

STEP 2

Identifying and Prioritising a Broad and Inclusive Range of Stakeholders

Mapping and prioritising stakeholders is a key part of our engagement planning process. Senior managers select the stakeholder groups applicable to their area from a master list of stakeholder categories.

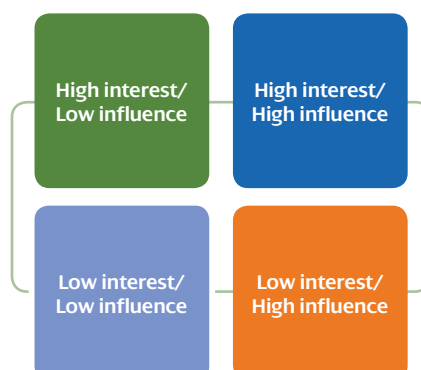
From this list, they attribute a prioritisation rating to each stakeholder group, based on two key criteria:

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

The subsequent ranking produces four levels of stakeholders on our interest/influence matrix.

We have completed this mapping in each of our 14 key priority areas and built and prioritised our engagements against the resulting rankings.

Stakeholder prioritisation by interest and influence



Our comprehensive engagement plans:

- | LICENCE | TOPIC |
|---|--|
| • SPD licence strategic plan (inc. Connections, Supply Chain and Community) | • Customer and emergency preparedness plan |
| • SPM licence strategic plan (inc. Connections, Supply Chain and Community) | • Future networks plan |
| • SPT licence strategic plan (inc. Supply Chain and Community) | • Land and planning plan |
| | • Public safety plan |
| | • Recruitment plan |
| | • Regulatory plan |
| | • SPT connections plan |
| | • Smart metering plan |
| | • Social issues & vulnerability plan |
| | • Streetworks plan |
| | • Sustainability plan |

Demonstrating our progress in 2015–16

- **Increased coverage** – 3,000 stakeholders registered, up 23% from 2014–15
- **Increased diversity** – covering 110 stakeholder groups, up 25% from 2014–15, demonstrating that we have extended our base; getting closer to those that are hard to reach
- **Increased relevance** – 100% of stakeholder contacts reviewed or updated in 2015–16
- **Improved targeting** – Stakeholder priority level mapped for each stakeholder across each of 14 engagement plans
- **Materiality underpinned** by stakeholder surveys and 60 stakeholders involved in strategic panels
- **Improved visibility** – 121 stakeholder and business issues and risks identified
- **Improved response** – 14 engagement plans, representing 479 engagements created and carried out to manage issues and risks.



'As last year, we continued to observe that feedback from events, surveys and other engagements were routinely reviewed by management and responses were agreed. The engagement feedback action log, which tracks feedback and responses, has been improved'

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Our 4-step Engagement Planning Process

STEP 3

Informing and Engaging Stakeholders through a variety of mechanisms

When developing their engagement plans, senior managers consider their core issues and the results of their stakeholder mapping identified in steps one and two. They tailor engagement as appropriate to the interest and influence level of the stakeholder groups identified and work to ensure breadth and depth of engagement across their areas. They select methods from the **Dialogue** and **Consultation** end of the **Spectrum of Engagement Types** for high interest/high influence stakeholders and **Information Giving** and **Gathering** for low interest/low influence stakeholders.

In addition to individual plans, all engagement plans are rolled up into one central plan, allowing further analysis at a higher strategic level within SPEN.

STEP 4

Recording and analysing stakeholder feedback

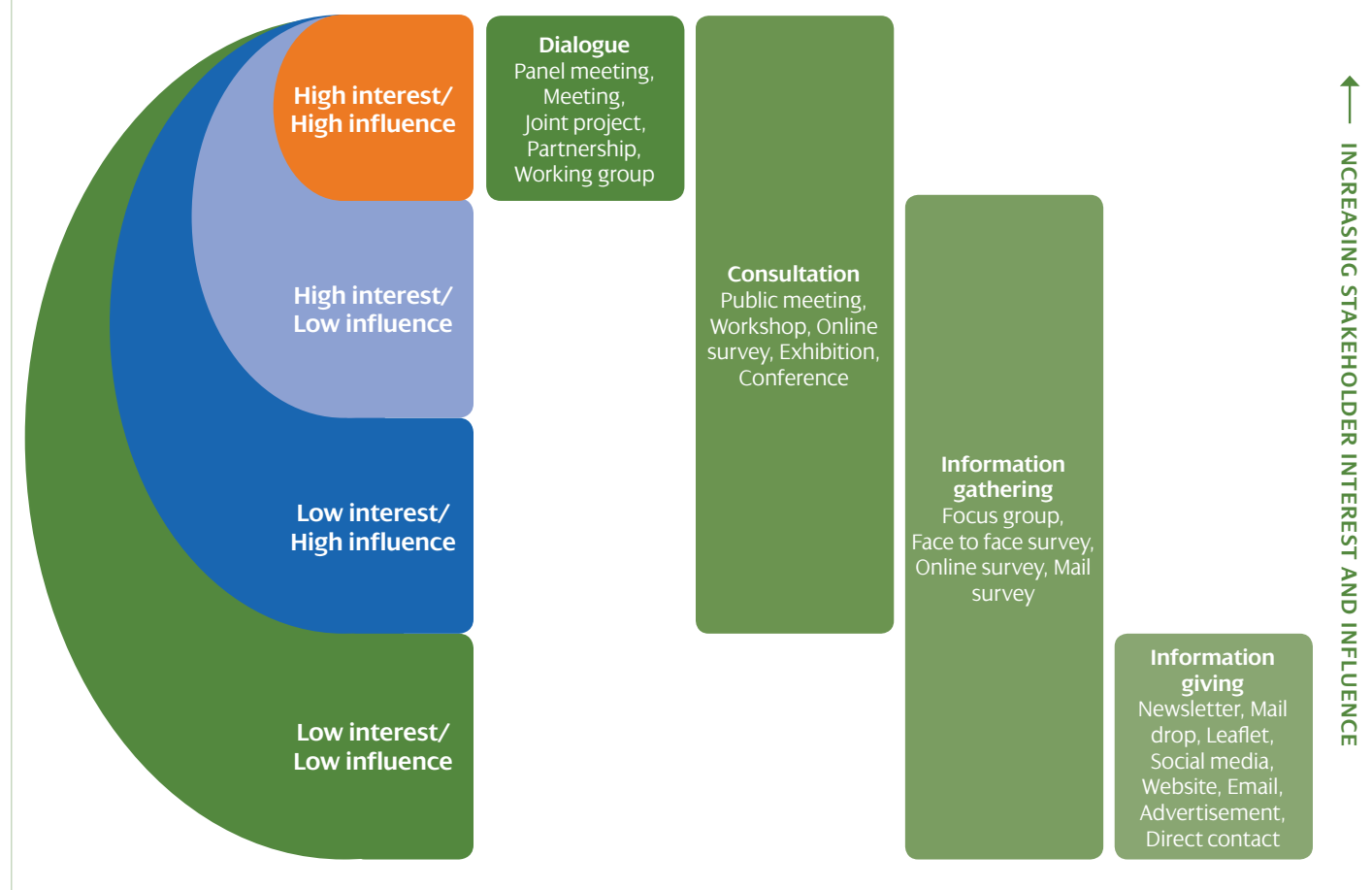
All members of our Internal Stakeholder Action Group (ISAG), and their teams, have access to our Stakeholder Hub, where all **feedback from stakeholders is logged**. Against each piece of feedback is an **associated business action**.

In 2015–16 we logged **625** pieces of feedback and associated actions for our business, over and above project level consultation. Of these, **141** have now been closed and the rest are included in rolling action plans for completion.

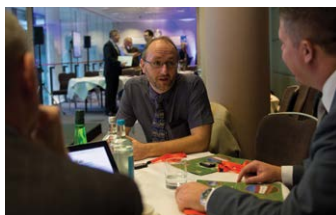
Demonstrating our progress in 2015–16:

- Coverage from all of the spectrum of engagement types, chosen as appropriate to stakeholder priority.
- **84** out of **121** Strategic issues covered by engagement in 2015–16, organised by priority and stakeholder need. The remainder are included in 2016–17 engagement plans.

SPECTRUM OF ENGAGEMENT TYPES



Acting on feedback – how we propose and justify stakeholder initiatives



‘We have worked very closely over the last few years on a number of renewable projects. If I am honest, it was not a field we were particularly experienced in. They were very generous with their time and provided a lot of help to get us going initially. There was always someone there to help us.’

2015–16 Transmission Stakeholder survey respondent

Using stakeholder feedback to identify and develop initiatives

Some feedback aligns strongly with strategic issues or risks and results in the development of initiatives that change our organisation for the better.

We work with external and internal stakeholders to develop needs cases and to work in collaboration to deliver them.

A selection of our flagship stakeholder initiatives are showcased in detail in Part 2. These are summarised in the table below, which shows a snapshot of breadth of engagement happening within Transmission.

Stakeholder Initiatives 2015/16

Theme	Flagship initiative
People & Skills	<ul style="list-style-type: none"> Ditching our labels to make life easier for stakeholders
Technical Solutions	<ul style="list-style-type: none"> Black start – our new plan to reconnect customers Leading in innovation because we are leaders in engagement
Communications	<ul style="list-style-type: none"> Tailored consultation suits everyone Working together as Transmission operators
Strategic Priorities	<ul style="list-style-type: none"> Delivering our £2.6bn investment safely and efficiently Creating a sustainable network Breaking down barriers to quicker connections
Minimising Impacts	<ul style="list-style-type: none"> Changing the VIEW

“They initiated the project, they approached and involved us which was good”

2015–16 Transmission Stakeholder survey respondent

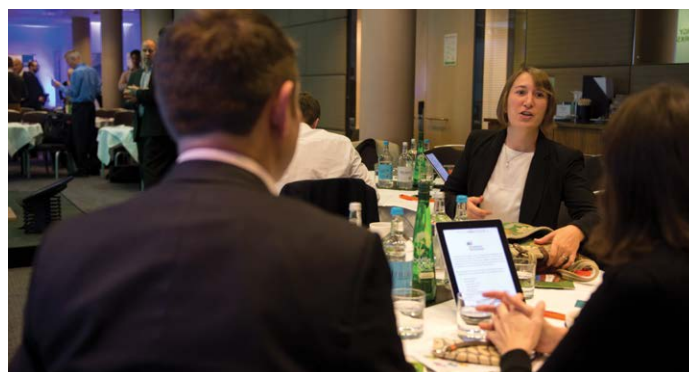
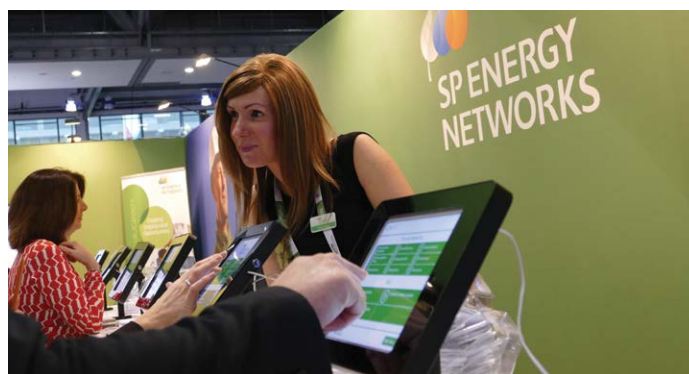
Using cost benefit analysis to justify and strengthen initiatives

This year we have worked hard to develop flexible modelling to deliver cost benefit analysis which can be used across a wide range of initiatives. We worked with a Government advisor to create a new model for measuring the success of our stakeholder initiatives, based on Ofgem's cost benefit analysis modelling.

In September we held CBA training for all ISAG members and their teams. The training covered the benefits of the analysis and how to conduct a CBA. We also facilitated an interactive session on identifying benefits, which helped us to understand which benefits we needed to measure in the company.

Demonstrating our progress in 2015–16:

- Development of new Cost Benefit Analysis model for stakeholder engagement.
- 121 stakeholder and business issues and risks identified, leading to 479 engagements, delivering 625 items of stakeholder feedback, over and above project level consultation, which has directly contributed to an increased breadth and depth of initiatives and outcomes.
- New process map created to establish roles and responsibilities around initiatives and cost benefit analysis.



Our updated approach in action – a case study



'Compared to last year, we noted a more uniformed implementation between Transmission and Distribution, in particular, how these interact and share lessons learned.'

DNV GL Assurance

Cheryl Blenkinsop, Senior Transmission Commercial Analyst



Cheryl is Senior Transmission Commercial Analyst for the SPT licence area. Cheryl's team plan and deliver all engagement around the connection of renewables to the Transmission network. Her team own the SPT connections engagement plan and Cheryl sits on the Extended ISAG. Cheryl attended our stakeholder engagement Cost Benefit Analysis training in September.

"Having the new annual engagement planning process in place has been really useful in Transmission connections. It helps us to prioritise the issues, stakeholders, engagement, feedback and initiatives that are most important and it helps ensure we track outcomes appropriately, so we can be clear on the benefits our engagement is bringing to the business and our stakeholders. It's also helped us to align better with our connections colleagues in the SPD licence area, who are engaging with the same groups on similar topics – we're now a lot more joined up."

Cheryl Blenkinsop

Case study – Breaking down barriers to quicker connections

Identify priorities, strategic issues and risks, and stakeholders

"Sitting down with the team and identifying what our strategic issues were was a very valuable exercise. It helped ensure that the engagement we planned was appropriately aligned to the challenges we faced. For example, it helped us demonstrate the importance of Transmission owners and system operator engagement – which is critical to delivering on a lot of the initiatives which our stakeholders would like to see.

Conducting a mapping exercise helped us to think about groups we wouldn't have otherwise considered and to appropriately prioritise who we need to engage with the most."

Engage appropriately on issues and risks and record stakeholder feedback

"Once we had identified our issues and mapped our stakeholders, selecting methods was a lot easier. We knew that our consultation and dialogue should be focused on those that are interested and influential. As a result of this process we extended invitations to our Annual Connections Summit to all our high interest, high influence stakeholders so they all had a chance to engage with us at that level.

Having a process in place to record feedback and actions following an engagement is making sure we track the action we take as a result of stakeholder feedback much better. Before we would do things instinctively because we had spoken to people about it and we knew it was the right thing to do. Now we can evidence it and refer back to it if required. It's more robust."

Propose initiatives to answer stakeholder feedback and solve strategic issues

Justify initiatives in terms of costs and benefits

"Stakeholders told us that they wanted to see changes to our statement of works process. Rather than develop solutions on our own, we used our engagement plan to schedule appropriate engagement with developers and industry players and find solutions which will deliver the right benefits."

Deliver initiatives and measure benefits

Document the results and learnings from the initiative and report back to stakeholders

"We set out to work with the ENA, National Grid and the DNOs to find alternative solutions and to test whether we can streamline and improve the efficiency of the overall connections model. We are running a trial across 3 grid supply points to test out the new process.

The statement of works proposal has evolved through our learning and because of the engagement we have done we are confident it will work across the industry. This is core to our 2016 engagement plan, and we'll be going back to stakeholders with the results and refining the process."

Key outcomes and impacts

12
MONTHS



0
MONTHS

NEW PROPOSAL TAKES AWAY THE PAIN

Trialling a brand new proposal on 3 grid supply points, which would give developers seeking to connect at Distribution upfront visibility of the Transmission impact straight away, rather than waiting up to 12 months.

Streamlining the process will:

- Increase certainty and control
- Reduce timescales and costs
- Remove invoicing issues
- Increase visibility to National Grid

"They are quite prepared to listen to any concerns and they take criticism and improvements on board, they are very open"

Quote from a developer in transmission annual survey

"Just wanted to say how useful we found the [quarterly report]. No doubt a lot of hard work went into this. I have read it cover to cover"

Response from a developer

Moving forward – clear direction and purpose

We've made substantial changes in 2015–16 to enhance our approach to engagement in Transmission. In 2016–17 we intend to build on this success:

Strategic Stakeholder Workshop

Our Strategic Stakeholder Panels have been established and running since 2014, with one panel covering Central and Southern Scotland and one panel covering England and Wales. It has always been important to us that our panels are pitched at a strategic level and directly influence executive level decision making. We've received very positive feedback from stakeholders about the format we use.

Whilst useful for stakeholders, we have found it difficult to gain executive level influence from our Scotland panel for the Transmission licence area due to the complex and niche nature of Transmission networks.

Therefore, in early 2016 we held an independently facilitated workshop in Glasgow and invited a carefully selected group key executive level stakeholders to join us. Attendees included the Scottish Government, Ofgem and Citizens Advice Scotland.

At the workshop we discussed our business plan performance, some of the key challenges we are facing in the industry and what strategic level engagement these groups want with us going forward.

Tractivity

Across 2016–17 we are introducing a brand new stakeholder engagement system to our business. Tractivity will replace all current systems and all key stakeholder facing employees will have access. Key benefits will include:

- Full access to stakeholder contact information across the company
- Ability to see what previous engagements a stakeholder has attended and what feedback we have received
- Full event management software, including automatic acceptance tracking and generation of name badges
- Personalised dashboard for users to track actions
- Ability to send SMS messages, branded newsletters and branded event invitations
- Automated reporting, reducing manual intervention
- Integration with Google Streetview and mapping
- Integration with Microsoft outlook to store stakeholder enquiries on system

Embedding this new system in our business is an important step as we seek to improve the robustness of the way in which we track engagement and monitor action taken on feedback.

The biggest benefit of Tractivity will be a better overall stakeholder experience.

Stakeholders will be more easily and accurately segmented, their needs identified, and because the status of our relationship with them is accurately tracked, we can interact with them meaningfully at the right times, leading to higher satisfaction.

100%

100% of those in attendance said they liked the format of the meeting

100%

100% agreed they felt they could easily ask questions and get answers

100%

100% agreed they wanted to be involved in future engagement

Feedback from Strategic Stakeholder Workshop

scdi

Scottish Council
for Development
and Industry

ofgem

GLASGOW
CHAMBER OF COMMERCE



Scottish Natural Heritage

Balfour Beatty



Organisations represented at our Strategic Stakeholder Workshop for Transmission



Our Key Impacts and outcomes

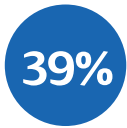
Our engagement is generating great impacts and outcomes for ourselves, our stakeholders and our local communities.



Our **new approach to visual mitigation** shared with and taken into our 2 Distribution licences



Stakeholders identified 5 landscape enhancement schemes across Loch Lomond and the Trossachs, as well as the development of alternative walking routes and the undergrounding of a short section at Loch Katrine to go forward for funding.



39% of developers attending our Annual Transmission Connections Summit are connecting at Distribution level.



£90,000 spent on Dumfries and Galloway consultation, resulting in **1,638** pieces of feedback from **1,408** individual consultees and organisations.



Emergency services and utilities strategic sites built into our new plan and they are building Black Start into their own resilience plans.



Estimated **2,515 person hours** to support Dumfries and Galloway consultation process.



Over **60 suppliers engaged**, generating over **80 individual pieces of feedback** which are being used for business change.



Revised safety reporting procedures: Agreed a number of measures to improve the accuracy and reporting to health and safety incidents.



Identified that more stored energy reserves should be held and requested the system operator to build this into plans.



Joint control room training on a Black Start simulator in partnership with National Grid.



10% cost savings in substation build and refurbishment cost, as a result of our digital substation project, savings shared with customers.



We responded immediately to the problems of customers who were hard of hearing and struggled when meetings were held in local halls. Adding new open air events at agricultural shows lead to **425** additional written feedback forms.



245 Distribution queries resolved through Transmission engagement.



Full resilience plans shared with our Distribution business – all districts refining their Black Start plans and we have increased our telephony resilience.



Trialling a brand new proposal on 3 grid supply points, which would give developers seeking to connect at Distribution upfront visibility of the Transmission impact straight away, rather than waiting up to 12 months.



25+ key stakeholders engaged on Black start, including ScotRail, Scottish Water, NHS Scotland, Police Scotland, BP, BT, Prison Service.



88% of Transmission employees agreed they feel confident they know who our customers and stakeholders are after training, up 25 percentage points on before.



Through our **new approach to skills and supply chain** we are delivering all our regulatory promises whilst saving **£84m** from our original investment plans – shared with our customers.



Our analysis demonstrated that spending **£10k** to extend our Dumfries and Galloway consultation by **5 weeks** – at the request of stakeholders – delivered one third more items of feedback.



Reviewing the level of diesel stored for back-up at grid supply points to improve resilience.



Through careful choice of ground breaking conductor technology we are able to connect new generation without the need for new pylon lines. This speeds up the connection by around **five years** and it also reduces disruption on the local area.



Average score of **9 out of 10** satisfaction from VIEW stakeholders in stakeholder survey.



815 click-throughs to our Transmission Annual Report online from **711 unique users**.



Through reduced substation size and using less copper from our digital substation project we estimate we will save **£78m–£155m** by 2030 and take an important step toward enabling SMART grid solutions.



Streamlining the connections process will:

- Increase certainty and control
- Reduce timescales and costs
- Remove invoicing issues
- Provide better visibility to the system operator of new generation

“probably produced the best report we have so far seen from the industry”

Citizens Advice response to our Transmission Annual Performance Report

“They are quite prepared to listen to any concerns and they take criticism and improvements on board, they are very open”

Quote from a developer in transmission annual survey

“They initiated the project, they approached and involved us which was good”

Transmission stakeholder survey respondent on VIEW

“This project will be an important step towards a low cost, safe and flexible substation design concept fully standardised for enabling SMART grid solutions”

Dr. Alexander Apostolov, international pioneer of IEC61850 standard, in response to our digital substation project

“Interesting overview of where SPEN are going and how we can add value. Some exciting opportunities ahead”

Supplier event feedback

“Just wanted to say how useful we found the [quarterly report]. No doubt a lot of hard work went into this. I have read it cover to cover”

Response from a developer



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