



Emotionally
Intelligent
Communications

SHE TRANSMISSION STAKEHOLDER ENGAGEMENT STRATEGY WORKSHOP

MAY / JUNE 2019



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INTRODUCTION

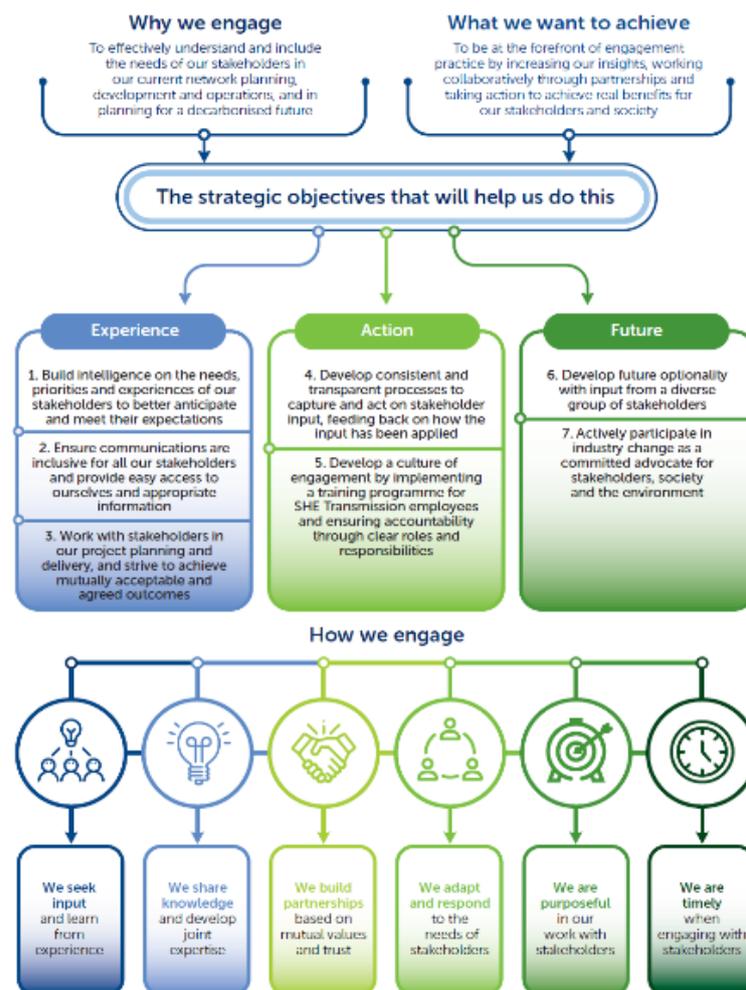
On 28 May and 11 June 2019, SHE Transmission hosted two workshops with key stakeholders, the purpose of which was to seek feedback on the company's emerging stakeholder engagement strategy. These workshops were hosted at SSE's offices in Inverness and Glasgow.

The workshops comprised a number of short presentations given by Sarah Dooley, Communications Policy Manager, followed by round-table discussions.

SHE Transmission instructed EQ Communications, a specialist stakeholder engagement consultancy, to independently facilitate the workshops and take notes of the comments made by stakeholders.

Every effort has been made to faithfully record the feedback given. In order to encourage candour and open debate, comments have not been ascribed to individuals. Instead, notes have been assigned to the type of organisation that each stakeholder represents. The organisations that were represented at these workshops are detailed in Appendix 1 of this document.

Our draft strategy



WORKSHOP ONE: OUR STRATEGY, AMBITION AND PRINCIPLES

SUMMARY

The workshop began with a short introductory presentation, given by Sarah Dooley. Sarah explained how SHE Transmission had developed its new approach to stakeholder engagement through research and stakeholder input. She then gave an overview of the company's Stakeholder Engagement Strategy. Stakeholders were asked to comment on its ambition, principles and work to date.

Stakeholders generally felt that it was laudable that SHE Transmission is seeking to involve its stakeholders in this process as opposed to formulating this strategy in isolation. It was broadly agreed that the level of ambition the company has set for itself is appropriate. However, it was commented that more ought to be done to include more stakeholders in this process.

In addition, it was felt that time constraints presented a challenge. Several stakeholders commented that, in order to roll out its engagement strategy effectively, the company would need to undergo a culture change, which is not easy for a company of SHE Transmission's size. It was added that this change would need to be both 'top-down' and 'bottom-up'.

Stakeholders expressed concerns about previous short timescales and wished to see engagement happening earlier, which was a common theme throughout both workshops. It was also felt that a broader range of stakeholder types should be included in the consultation, as many have very different experiences of engaging with SHE Transmission, depending on their roles. In addition, it was felt that stakeholders ought to be segmented according to their level of interest and influence and that this process should inform the company's future approach to engagement.

1) What do you think of our level of ambition? What are the barriers preventing us from achieving this and how can we overcome them?

- "I think that your ambition is probably at the right level and that you are generally being ambitious." Statutory consultee
- "The idea of trying to increase the level of insight into SHE Transmission's engagement is the right thing to do. Working collaboratively is the best way to do this. However, we need to know what everyone's aim is in order to enable us to work collaboratively with SHE Transmission. If stakeholders know what SHE Transmission's objectives are then they can help it to achieve them." Infrastructure / engineering representative
- "I don't think that the decarbonised future comes across well enough. SHE Transmission needs to be clearer that its business aim is to be less carbon-focussed rather than taking every measure to gain as much profit as possible." Infrastructure / engineering representative

- “I would agree that you are not emphasising your low carbon strategy enough. Low carbon costs customers more money and you need to find a balance.” Local authority representative
- “In my opinion, the time element is restrictive, as not enough time is given to stakeholders to consider route options or other parts of projects. Stakeholders should be brought in earlier on development projects.” Infrastructure / engineering representative
- “I think a lot of businesses have put these kinds of utopian scenarios together, which is great, but as for timescales, when do you see them fully embedded? SSE is a massive machine. Trying to embed that philosophy and enacting it in the businesses takes a lot of time: when do people see that happening? How do we align the principles? How do we collectively get together and make sure all parties have got it?” Infrastructure / engineering representative
- “It’s a complete culture change you’re going for. It has to be driven from the top. Leadership has to take a role; that’s a real challenge. Some embrace change, but there are always a few people who it’s more difficult to change. You need to have smart objectives: how do you measure it? How do you measure progress?” Developer / connections representative
- “You need to be more specific because different areas need to do things differently. If the objectives you set out apply to everyone then it becomes too wishy washy.” Infrastructure / engineering representative

2) Do you have any comments on our methodology? What more should we do?

- “You’ve definitely done your homework in terms of strategy, but I’m concerned that the number of stakeholders consulted is quite low.” Infrastructure / engineering representative
- “The timeframes involved in getting survey results seem quite long and it may well be that people may not go through everything involved in the process and see it through to the end.” Local authority representative
- “There are great benefits to engaging with external stakeholders rather than just talking to yourselves.” Business representative

3) Do you agree with our principles? Is anything missing?

- “I think that the timescales are inconsistent. The tender processes are too short for certain contractors to go through governance to bid in the best way.” Infrastructure / engineering representative
- “I agree about the problem of timescales. Timely stakeholder engagement is a critical principle.” Business representative
- “You need to contact stakeholders 36 months ahead for leasing and farming operations. If short notice is given for decisions, it makes things difficult for landowners and tenant farmers.” Business representative
- “Negotiating to the eleventh hour and then serving a 21-day notice is not best practice when it comes to statutory process and doesn’t support or encourage good customer relationships.” SHE Transmission Internal Stakeholder

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- “I think it’s a good idea to have land owners influencing the design. Design is A to B, but a landowner could say ‘go A to C instead.’” Infrastructure / engineering representative
 - “You need a good cross section of stakeholders to get a broad view.” Developer / connections representative
 - “Some stakeholders are more important than others. How do you prioritise these stakeholders, and how do you align them within the feedback?” Infrastructure / engineering representative
 - “For each stakeholder group, the decisions have different impacts. Certain changes could be invisible to the consumer but make a big difference to, say, a transmission company.” Infrastructure / engineering representative
 - “It feels very process-driven. I feel it needs to be light and easy to implement to get people participating as expected.” Developer / connections representative

RECOMMENDATIONS

- You should make sure that you continue to work with external stakeholders to shape the principles rather than simply discussing them internally.
- You should contact stakeholders earlier in order to ensure that engagement with them is thorough and meaningful.
- You should aim to include a larger number and broader range of stakeholders in formulating your strategy.
- Consider having ‘touch-points’ throughout the process to check that stakeholders are in agreement as your strategy evolves.
- You should make sure that the purpose of your engagement programme is clear to stakeholders from the outset.

WORKSHOP TWO: OUR STRATEGIC OBJECTIVES - EXPERIENCE

SUMMARY

In the next presentation, Sarah talked stakeholders through SHE Transmission's first three objectives: Objective 1 - Build intelligence on the needs, priorities and experiences of our stakeholders to better anticipate and meet their expectations; Objective 2 - Ensure communications are inclusive for all our stakeholders and provide easy access to ourselves and appropriate information; and Objective 3 - Work with stakeholders in our project planning and delivery and strive to achieve mutually acceptable and agreed outcomes. Stakeholders were then asked to consider SHE Transmission's approach to meeting these strategic objectives along with the targets the company is setting itself and how they propose to measure progress.

Stakeholders broadly supported the objectives and the proposed approach to meeting all three strategic objectives, particularly with regard to the company becoming more inclusive and better at sharing positive news. It was commented that SHE Transmission should harness social media more in order to spread its message, particularly to younger stakeholders and consumers. It was felt that messages relating to the efforts the company is making to reduce carbon emissions would be particularly suited to promotion on social media platforms.

The idea of co-creating engagement plans with stakeholders was supported, although it was commented that SHE Transmission's should seek to include those people working in the company's supply chain as it formulates its strategy. It was noted that contractors in particular are often the ones who build relationships with stakeholders, including local authorities and landowners. This is seen as even more pertinent in close-knit communities, such as the islands, where good relationships with local people can deliver real benefits for all involved. It was noted that it is important that best practice principles in engagement are not 'diluted' and that supply chain partners are fully trained and briefed on what's expected of them. More engagement with supply chain partners was a recurring theme in the discussions, particularly in the workshop that took place in Glasgow. It was felt that contractors should be empowered to act on behalf of the company.

There was support for the targets that SHE Transmission has set for itself, but stakeholders would like to see information on upcoming projects shared earlier, as this would enable them to be better prepared. It was commented that, at present, engagement can feel quite reactive and last-minute, something the company should work to address.

When measuring progress, it was thought that increasing the number of SHE Transmission's stakeholders could only be a good thing, but it was arguably more important for engagement to be targeted and tailored according to the stakeholder type. It was added that the company should always avoid engaging with stakeholders unless it is meaningful and necessary and unless there is scope to change its approach further to feedback from stakeholders.

1) What do you think of our approach to meeting these strategic objectives? What more should we be doing?

- “We have someone at my company trawling through Facebook and Twitter looking for what stakeholders want, and it really works. The entire Comms team is very effective in this area, so I would agree with going down this avenue.” Infrastructure / engineering representative
- “Scottish Water are on social media and they put out messages when they have cuts. Their knowledge sharing is great too.” Infrastructure / engineering representative
- “You could share your successes and promote your good news stories on social media.” Infrastructure / engineering representative
- “Promoting good initiatives on social media links back to what we were talking about before in relation to decarbonisation. It will once again show that you’re not all about money.” Business representative
- “People want to know how much wind has been connected and how little coal is being used. The green movement is now clearly a massive agenda, so we need to promote renewable success stories.” Infrastructure / engineering representative
- “There’s a lot of work being done about demographics coming up. Our workforce is currently 25% millennials and this figure will rise to 75% in the next ten years. Millennials do things differently, so you need to work on engaging with them.” Infrastructure / engineering representative
- “From a planning perspective, there’s an issue of timeliness. We don’t necessarily need to know everything way in advance, but a snapshot would be appreciated.” Local authority representative
- “In terms of some of the work that we’re doing locally with energy projects, we need to understand how the network is changing over time and how communities can take advantage of decarbonisation opportunities. At the moment, things are a bit muddy.” Local authority representative
- “[From] what I pick up from it, it is focused on the customers. What I want to know is how do you hear the voice of your partners? A big part of delivery is what contractors and supply partners do, and they’re long-term partners: supply partners voices need to be heard too.” Infrastructure / engineering representative
- “On Orkney, we have a long history of working with landowners, and have built relationships. We did all the planning work, but were not involved with presenting it to the council, etc. There should be full collaboration with stakeholders, and this should be better integrated with SHE Transmission.” Infrastructure / engineering representative
- “The highlands are small, and people know each other; things get lost in the machine of SSE. If we had a more personal approach then things would get done much more quickly.” Infrastructure / engineering representative
- “You should talk to your supply chain when you’re putting together your business plan.” Developer / connections representative

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- “It’s all about how you demonstrate that your objectives are implemented. You haven’t got all the voices and all the information. How are SHE going to communicate that the objectives are embodied?” Infrastructure / engineering representative
 - “Things go very quickly, and we don’t get enough time to respond. It’s difficult to get time to sit down and plan how best to help on different projects.” Infrastructure / engineering representative
 - “You need to understand what the expectation of each group is. If there’s too much information, it’s hard to understand it all and what’s important in it.” Infrastructure / engineering representative
 - “Your aims are admirable, but you need to be relentless in your ambition to drive to implementation.” Infrastructure / engineering representative
 - “Early engagement is really positive, especially when it comes to talking about issues on-site with landowners.” Business representative

2) Do you have any comments on the targets we are setting ourselves? What other targets would you like to see?

- “I think that you have the right idea. From a contractor standpoint, we’d like to see a two-year rolling pipeline of upcoming projects to give us greater visibility over what you’re doing. Having that forward visibility over your outcomes would help us to help you achieve them.” Infrastructure / engineering representative
- “I worked on the client side in the water industry for 10 years and we had visibility over the upcoming projects for the period. I understand that things can change, but I need a flavour of what the direction of travel is.” Infrastructure / engineering representative
- “By giving us a snapshot, I can give you savings on costs because I can allocate my resources more successfully. I can also be more honest with you about what I can deliver.” Infrastructure / engineering representative
- “The more that stakeholders are involved the better. It just helps to build the whole picture.” Business representative

3) Do you agree with how we propose to measure progress? What other measures should we include?

- “The key thing is appropriate engagement. You may do lots of it, but it may not be appropriate or productive. You have a lot of projects and there are many times that we don’t need to be engaged.” Statutory consultee
- “Maybe you could tap into the self-selection idea and ask people at the start whether they think that they should be engaged from the get-go.” Statutory consultee
- “We have worked with you for a long time so we know you and trust you to make the right call. We know you have experts on your team and, as a result, we don’t need to be involved in all of your decision-making.” Statutory consultee

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- “SHE Transmission just needs to find a balance between engaging with stakeholders and bothering them too much, [thus] giving them engagement fatigue.” SSE Internal Representative
 - “Think about effective communication. Last minute reactions are not an effective use of time: we need time to sit down and think about things. To know what’s happening and be able to plan around it is important, moving resources around, we can get better outputs on project delivery if there’s better and earlier communication.” Infrastructure / engineering representative

RECOMMENDATIONS

- You should make sure that stakeholder engagement is tailored to each project and each stakeholder type.
- You should avoid engaging with stakeholders unless it is meaningful and unless you are prepared to make changes to your approach further to feedback.
- You should ensure that you strike a balance when carrying out stakeholder engagement. Stakeholders should feel that they are playing an active role but should not feel bombarded.
- You should give stakeholders a rolling update on your future plans for development so that they can prepare potential resources. This would enable stakeholders to help you to achieve your objectives.
- You should use social media more in order to better promote your work to younger consumers and stakeholders, but you should be aware that social media is more suited to information-giving than meaningful engagement.

WORKSHOP THREE: OUR STRATEGIC OBJECTIVES - ACTION

SUMMARY

In the third presentation of the day, Sarah explained Objective 4 – Develop consistent and transparent processes to capture and act on stakeholder input, feeding back on how the input has been applied; and Objective 5 - Develop a culture of engagement by implementing a training programme for SHE Transmission employees and ensuring accountability through clear roles and responsibilities. Stakeholders were then asked to comment on how the company proposes to meet these objectives along with the targets it has set itself and how it measures progress.

Again, there was broad agreement with SHE Transmission's approach to meeting its strategic objectives, but it was felt that the company needed to be clearer about what it is looking for when it engages with stakeholders. There were calls for more openness with stakeholders, particularly with regard to what cannot be altered further to engagement. It was commented that many roles in SHE Transmission require staff members to engage. It was suggested that stakeholder engagement ought to be added to certain job descriptions, something that was supported by attendees at the workshops. There was a good deal of support for the roll-out of a training programme on stakeholder engagement and the development of an engagement toolkit for staff, although it was noted that this should be simple and not be too onerous to follow.

It was commented that there are companies and sectors which have been successful in implementing cultural change and it was felt that SHE Transmission should look to emulate these good practices where possible. The point was made that it is important that the outcome of any training programme is that it helps to foster a culture of transparency where staff members are encouraged to be open and honest even when things don't go according to plan.

Transparency was also cited when stakeholders were asked how SHE Transmission should measure progress or success. It was cautioned that people would naturally tend to cover up instances where mistakes have been made if their bonuses or pay rises were dependent on their performance, which could be counter-productive and encourage poor behaviours. It was added that any measurement of success should be clearly spelled out so that SHE Transmission personnel are absolutely clear of the criteria against which they are being measured. It was, however, noted that a flexible approach is needed when measuring progress in this area as the difference between success and failure in stakeholder engagement cannot always be quantified numerically.

1) What do you think of our approach to meeting these strategic objectives? What more should we be doing?

- "I'm generally happy with the approach that you have set yourself in this area." Infrastructure and engineering representative

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- “Your approach is generally sound. However, it would be great if you could spell out what your goals are at the outset.” Local authority representative
 - “It would not necessarily be useful for people to receive an email saying ‘Here is the draft report. Take a look and give me a call if you have any issues’, because this approach would be too broad. You need to seek ways to get more targeted feedback instead.” Business representative
 - “Sometimes by developing relationships, you can be more honest and open; that is the most meaningful way to get feedback, rather than just numbers.” Infrastructure / engineering representative
 - “Certain core commitments are expected from directors. You need individual contracts to hold them to account if they’ve not met the objectives they were supposed to.” Local authority officer
 - “We should be thinking more about each different job role and whom they will they be engaging with. Certain roles engage more with certain people. Could engagement be part of the job description?” SHE Internal Stakeholder
 - “You need good principles driving your engagement. For example, doing things in a timely manner and with purpose. This leads to meaningful engagement rather than box ticking.” Infrastructure / engineering representative
 - “It shouldn’t be too prescriptive. It has to be more flexible, human, talking, i.e. not numbers and box ticking.” Infrastructure / engineering representative
 - “EDF has very supportive culture. They drove a culture which was supportive and collaborative, specifically with their safety culture. We need to move away from hard targets, towards a collaborative support approach. That’s better engagement. The EDF culture is one to look at.” Infrastructure / engineering representative
 - “What about training stakeholders in how they can influence the system? We ran workshops on what people could object to and what we could deliver. It was very successful as it reduced people’s expectations of what they could object to and what they could stop. People were often objecting to things they couldn’t do anything about.” Local authority officer
 - “If there’s negative feedback, there’s a tendency to try and hide it. There’s a book called Black Box Thinking. It’s talking about the aviation industry. It’s all about being open and transparent about negative events. It talks about how, in medicine, when something goes wrong, they would blame it on something else, so nothing ever changed. It’s about getting negative feedback and being open and honest about it. A negative event can be a learning event.” Developer / connections representative
- “The nuclear industry has a similar process to the aviation industry. We don’t see that in transmission because there’s never big disasters to drive change.” Infrastructure / engineering representative

2) Do you have any comments on the targets we are setting ourselves? What other targets would you like to see?

- “It would be reassuring if you could go further and make stakeholders aware that an item of feedback was available and how the issue was resolved.” Local authority representative

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- “I’m not sure about whether you have a clear idea about your process. You need to identify what the feedback streams are and the reasons why you are seeking the feedback.” Business representative
 - “If possible, a tailored piece of feedback depending on the stakeholder in question would be great.” Business representative
 - “A spreadsheet with percentages won’t get looked at, and your staff might fudge it. Sitting face-to-face is better. It creates better relationships meeting one-on-one. Coming up with solutions should be the approach instead of producing reams of paper and numbers. You need a lean and simple toolkit with tangible benefits.” Infrastructure / engineering representative

3) Do you agree with how we propose to measure progress? What other measures should we include?

- “I’m not sure how I feel because I’m still unclear about certain things. What form would your feedback take? What do you mean by ‘feedback’? You need to spell these things out.” Local authority representative
- “It’s about cause and effect. What are you measuring and why? It’s also about what the outcomes are that you’re looking for. You might get 100% attendance at a training session, but if it’s rubbish then it’s pointless.” Infrastructure / engineering representative
- “Sometimes, I don’t think that you’re sufficiently up front about why decisions have been made. Sometimes, as a stakeholder, you’ll receive a report about something, and the reasons given for why something has been done don’t quite stack up. You need to be more honest and transparent about these sorts of things.” Statutory consultee

RECOMMENDATIONS

- You should ensure that you are being clear with stakeholders about why you are seeking feedback.
- You should aim to foster a culture of transparency so that staff are encouraged to be honest even when they make mistakes.
- You should roll out a training programme for staff members so that they understand the importance of stakeholder engagement.
- You should make it very clear how success is measured for your staff so there is no ambiguity.
- You should produce an engagement toolkit for your staff and should ensure that its purpose is to make their lives easier rather than adding more bureaucracy.
- You should provide stakeholders with feedback that is specific to their particular industry or area, if possible.

WORKSHOP FOUR: OUR STRATEGIC OBJECTIVES - FUTURE

SUMMARY

The fourth discussion session was introduced with a presentation explaining Objective 6 – Develop future optionality with input from a diverse group of stakeholders; and Objective 7 – Actively participate in industry change as a committed advocate for customers, society and the environment. Stakeholders were then asked for their views on SHE Transmission’s objectives, the targets the company is setting itself and how it proposes to measure progress.

It was commented that it is important that stakeholders see how their views have been taken into consideration and how their feedback has informed SHE Transmission’s activities, as this is not always the case at present. However, the point was made that it is impossible for any company to take into consideration, and act upon, the views of all its stakeholders, including consumers, so it is important that expectations are managed. It was felt that it is therefore more practicable to engage with representative groups such as Citizens Advice as a way of engaging with consumers.

Whilst stakeholders were broadly of the view that SHE Transmission’s strategic objectives were appropriate, it was thought that the company should do more to engage more widely with decision-makers at all tiers of Government, as well as with Ofgem, in order to actively participate in industry change. It was also felt that the company should be more explicit with regard to its plans.

Again, the point was made that SHE Transmission should engage at the earliest opportunity with all stakeholders. It was felt that early engagement is imperative to avoid accusations that engagement is simply a ‘box-ticking’ exercise, undertaken when a decision has already been made. It was added that there is, of course, a role for information-giving, but this should not be presented as engagement.

Although there was support for the targets the company is setting itself in order to measure progress, it was again noted that it is hard to put metrics against engagement, which is problematic. Notwithstanding this, it was felt by some that objectives should be SMART (Specific, Measurable, Achievable, Realistic and Timebound) wherever possible.

1) What do you think of our approach to meeting these strategic objectives? What more should we be doing?

- “I think that one thing that should be done in this area is engaging with Citizen’s Advice Scotland and the Institute of Customer Service.” Infrastructure / engineering representative
- “As a country, we keep hearing about the electrical future, and we do worry about the infrastructure for this. We’re not hearing anything from SHE Transmission about whether there is a plan in place, whether there is capacity on the grid and whether it’s feasible. You need to push it forward more.” Business representative

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- “You need to go where the demand is. The infrastructure needs to be in place, and you need to work more with Holyrood to inspire greater confidence.” SSE Internal Representative
 - “I was involved in one of the workshops discussing the energy future but there hasn’t been much engagement following that. I’m very keen to work collaboratively in this area to really drive this forward. It will be relevant to future work on local energy strategies being done by local authorities.” Local authority representative
 - “The new National Planning Framework (NPF) that will incorporate revised Scottish Planning Policies will play a huge role in your operations going forward, so you need to consider that. All the strategies need to be joined up at a national level, so that everything connects together harmoniously.” Local authority representative
 - “SHE Transmission needs to lobby for this joined-up thinking and needs to coordinate this lobbying through partnership work.” Local authority representative

2) Do you have any comments on the targets we are setting ourselves? What other targets would you like to see?

- “Ofgem is often the barrier, especially in relation to funding. Could you not go to Ofgem and lobby it to change the rules?” Statutory consultee
- “You could do with improving communications between projects.” Statutory consultee
- “I think there can be failures due to engagement coming too late in the process.” Statutory consultee
- “Although there may be some Highland-specific and urban issues which have been identified, there are many that apply to the country as a whole. Take, for example, decarbonisation, where some parts of the country can be decarbonised one way and other parts can be in other ways.” Local authority representative
- “By engaging with a broad range of stakeholders, you are going to raise expectations. You need to find a way to effectively manage expectations, as they may think that you will be able to deliver everything.” Statutory consultee
- “This engagement can be an opportunity for you to create an open and honest dialogue with stakeholders and enhance collaboration opportunities, which is key.” Statutory consultee
- “As a contractor I would like to see a more mature procurement model and early contractor engagement pre-planning application.” Infrastructure / engineering representative - Written feedback
- “It’s good to see that you’re measuring progress. With the stakeholder groups, do you have this intelligence to break up those different groups? For example, the contractors: what are their main concerns? Or the council’s? For instance, we’re doing X for the contractors, and X for the public, etc. As it is, it’s too broad. You need break it down into smaller packages.” Infrastructure / engineering representative

3) Do you agree with how we propose to measure progress? What other measures should we include?

- “The metrics proposed for measuring progress are pretty solid.” Statutory consultee
- “Early engagement would enable us to align our position and find a way that you could coordinate your lobbying efforts.” Business representative
- “I believe the measure of progress is one of the challenges if you try to go with metrics in too much detail. You can’t always put a number on these things.” Developer / connections representative
- “Your engagement needs to be SMART.” Infrastructure / engineering representative - Written feedback
- “How do you measure the benefit of the outcomes of the engagement? Where do you find the balance between the level of engagement and the outcome you’re trying to deliver?” Infrastructure / engineering representative

RECOMMENDATIONS

- You should lobby Ofgem to change any rules that prevent you from going further on behalf of your stakeholders.
- You should lobby as part of a group with your stakeholders and be collaborative in your approach.
- You should be clear about when you have affected change (both inside and outside of your business) further to stakeholder input/ feedback and should do more to show this to stakeholders.
- You should aim to engage as early as possible, including with your supply chain partners.
- You should include representative groups in your engagement programme in order to reach out to consumers.

WORKSHOP FIVE: OUR FUTURE PLANS

SUMMARY

In the final session of the day, Sarah talked stakeholders through SHE Transmission's next steps in the process, which included the creation of an action plan. She also explained how the company proposes to introduce a review cycle to ensure that good practices improve continuously over time. Stakeholders were then asked to consider this approach.

Stakeholders were broadly supportive of SHE Transmission's future plans, although there were requests for a draft to be published so that it can be reviewed again before its implementation. It was felt that it is important the action plan is allowed to evolve as there will inevitably be learnings that can be taken into consideration in the future.

It was commented that it is important that supply chain partners are fully brought into SHE Transmission's plans and are made to feel valued and part of the team. Again, it was noted that early engagement is vital, particularly with decision makers such as local authorities.

1) What do you think of our future plans?

- "I'm very comfortable with your future plans." Infrastructure / engineering representative
- "You have to start somewhere and then constantly review things. If something isn't working, drop it or find out why it isn't working." Infrastructure / engineering representative
- "Do all your stakeholders understand Ofgem requirements? As a contractor, we need early engagement with local councils, including those who could be opposed to your plans. We could be saving lots of costs because we've been on the ground and prevented obstructions getting in the way from the beginning." Infrastructure / engineering representative
- "After the action plan is published, is there a review period? Will we get to see it before it's published? Engagement has to be meaningful and productive." Developer / connections representative
- "In the review period, you should look at the outcomes, see if it's made a difference, then you can make changes." Developer / connections representative
- "You need to share the successes and the failures. Share them and publish them: that will make everyone want to improve instead of just lists of statistics." Developer / connections representative
- "I would like to see a follow-up, to discuss certain points that have been brought up here further." Infrastructure / engineering representative

APPENDIX 1: ATTENDEES

A total of 16 stakeholders attended the workshops representing 11 organisations. The organisations represented are shown below:

- Babcock International Group
- Balfour Beatty
- BAM Nuttall Ltd
- Morgan Sindall (Construction and Infrastructure)
- Neil Cameron Associates
- Omexom UK & ROI
- Perth and Kinross Council
- Scottish Natural Heritage
- SHE Transmission
- Siemens Transmission and Distribution
- The Highland Council



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