UK Power Networks Services Strategic Away Day

7 September 2012

UK Power Networks Services

Housekeeping Rules

- Fire Exits
- Mobile phones
- Toilets
- Breaks
- Safety

Weekly Safety Message

- **Message Period** – Monday 03-Sep-2012 - Sunday 09-Sep-2012
- **Theme Owner** - Ricki Sayer
- **Monthly Theme** - Audio, Web and Video Conferencing
- **Week's Message** - We all know travelling can be very time consuming and expensive. Our new provider Arkadin allows all employees to communicate and collaborate effectively using user friendly solutions to increase business productivity and avoid unnecessary costs and travelling. Whether you are in the office or not, you can still join in.

  For more information, please contact Charulata Patel on 733 4353 or email charulata.patel@ukpowernetworks.co.uk

Improving the Business Performance and Growth Plans

Tony Latienda

Business Development Marketing and Bidding Manager

UK Power Networks Services

Agenda: 07 September 2012

- Basil Scarsella
  - Stage 1: Vision, Aims and Objectives
- Stewart Dawson
  - Stage 2: Restructuring of the Business
- Tony Latienda
  - Stage 3: Business Development/Strategic Initiatives.
- At a Later Date
  - Stage 4: Business Development Strategy/Business Plan Findings

Improving the Business Performance and Growth Plans

Phil Giles
Business Facilitator

UK Power Networks Services

"Coming together is a beginning.
Keeping together is progress.
Working together is success."

Henry Ford

Introduction

- Alignment to Values
- Workshop Goals
- Team Participants, Roles and Feedback
- Review of Areas
- Ideas
- Expected Results and Follow On

Workshop Goals

- Identify Areas for improving the Business Performance
- Gain common consensus on the Growth Plans of the business
- Agree on how improvements can be achieved
- Put the actions in place

Team Participants, Roles and Feedback

- All of You
- The Senior Management Team
- Other support resources from within the business and wider group
- External resources to provide benchmarking or specialist assistance as required

Review of Areas

- What is not working?
- Underlying reasons
- Bits of process that are missing
- Areas where our competitors are ahead
- Are we getting the leads?
- Are we selective in developing the right opportunities?
- How do we check our commercial rates?
- What are our Unique Selling Points (USP)?
- Need and requirement for joined up thinking

Ideas

- Each Idea will be documented and grouped into themes where they can be combined to help achieve group goals and objectives.

Expected Results and Follow On

- Initiatives and Ideas from all of you to be captured and individual feedback given
- Identification of a number of improvement work packages or projects in working winning
- Identification of existing, new and emerging markets for growing the business
- Common agreement on areas requiring analysis and development in growing the business
- Agreement of timescales for actions in connection with the preparation of the Business Plan.

Stage 1: Vision, Aims and Objectives

Basil Scarsella

CEO UK Power Networks

UK Power Networks Services

Stage 2: Restructuring of the Business

Stewart Dawson

Managing Director UK Power Networks Services

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

Tony Latienda

Business Development Marketing and Bidding Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

Areas

3.1 Organisation Chart

3.2 Tools and Techniques

3.3 'Blue Sky Thinking' Introduction by Low Carbon London

3.4 Business Plan: Ideas/Markets/Market Research Studies/ Forecasts

3.5 Business Plan – Stakeholder Engagement "Customer Analysis/Model Dashboard"

3.6 Business Plan – Stakeholder Engagement "Competitor Analysis/Model Dashboard"

Stage 3: Business Development/Strategic Initiatives

Areas (continued)

3.7 Business Plan - Content

3.8 Review of Existing Capabilities/Strategy

3.9 Stakeholder Engagement- Communication Strategy/ Integrated Calendar Marketing Plan – 2012-2013

3.10 Knowledge Management

3.11 Corporate and Social Responsibility

3.12 Research and Development – Services, Products and Technologies: Introduction by Esri UK

3.13 Research and Development – Services, Products and Technologies: Opportunities and Challenges

Stage 3: Business Development/Strategic Initiatives

Areas (continued)

3.14 Review of Business – Areas of Improvement

- (i) HSS Analysis – Areas of Improvement
- (ii) Engineering Analysis
- (iii) Compliance and Risk Analysis
- (iv) Business Development Analysis
- (v) Bidding Analysis
- (vi) Commercial Analysis
- (vii) Supply Chain Analysis
- (viii) Construction and Delivery Analysis

3.15 Other Areas

Stage 3: Business Development/Strategic Initiatives

3.1 Organisation Chart

Stewart Dawson

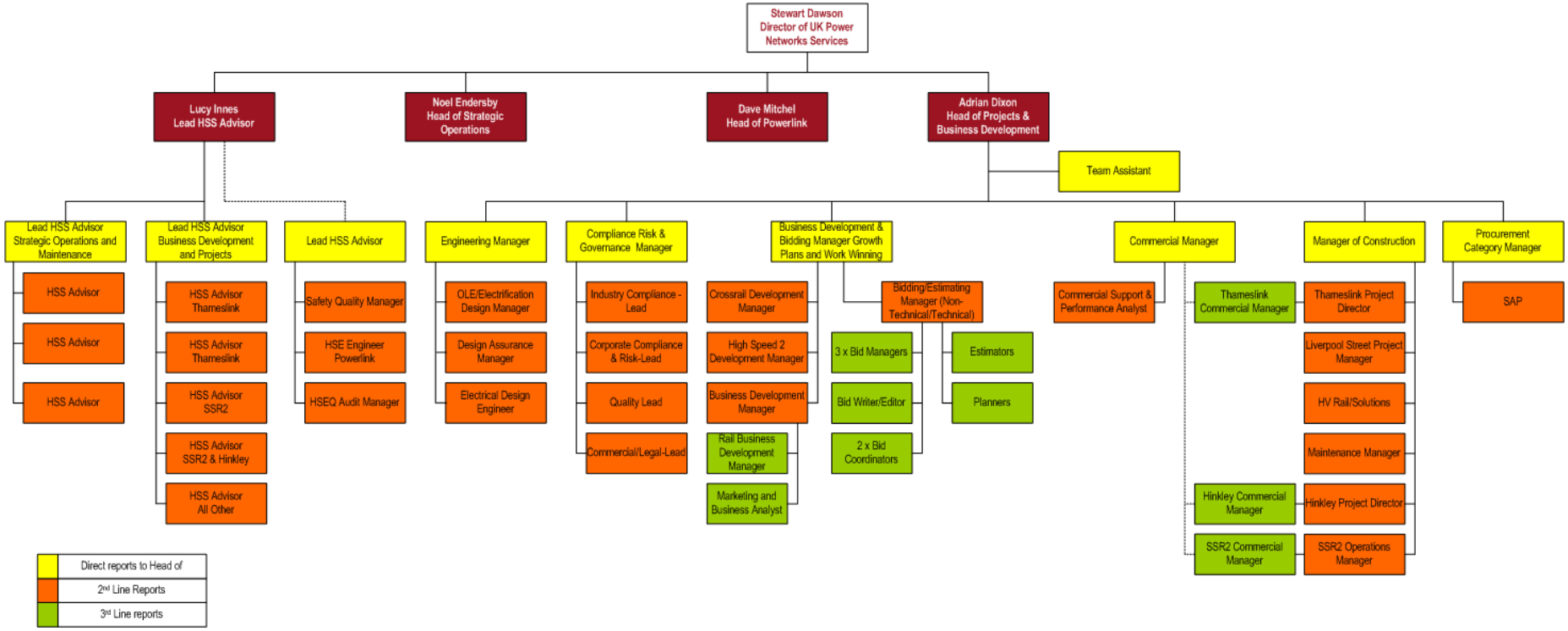
Managing Director UK Power Networks Services

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.1 Organisation Chart

UKPN Services Business Development and Projects Team



Stage 3: Business Development/Strategic Initiatives

3.1 Organisation Chart

UKPN Services Business Development and Projects Team

- Areas of Support
- Table Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

3.2 Tools and Techniques

Elisa McCafferty

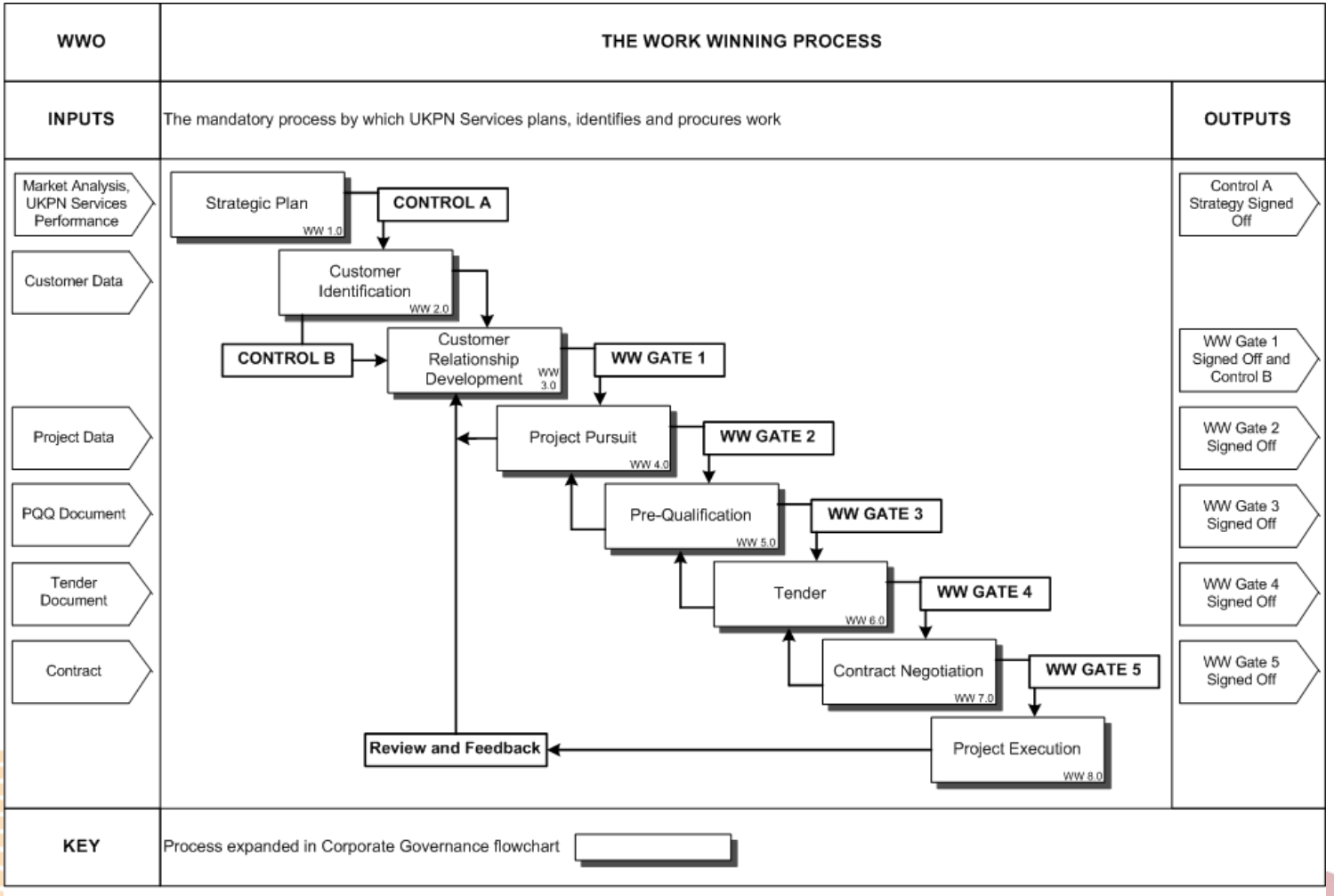
Bid Coordinator

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.2 Tools and Techniques

Introduction of Work Winning Toolkit



(To be integrated with Corporate Governance and Organisation Chart)

Stage 3: Business Development/Strategic Initiatives

3.2 Tools and Techniques

Work Winning Process

- Folder
- Integration with Corporate Governance and Organisation Chart
- IT
- Training Programme.

Stage 3: Business Development/Strategic Initiatives

3.2 Tools and Techniques

Reporting Needs and Requirements.

- Forms of Reporting Stages 1-7 – Joined Up Across All Stages
  - Stage 1 – Business Plan and MTP
  - Stage 2 – Early Prospects – Early Pipeline of Opportunities
  - Stage 3 – Existing and Future Work Banks
  - Stage 4 – Log Yes or No Opportunities
  - Stage 5 – Planned Bid and Tender Pipeline
  - Stage 6 – Bids Submitted
  - Stage 7 – De Briefing Questionnaire (Win or Lose)

Stage 3: Business Development/Strategic Initiatives

3.2 Tools and Techniques

- Obstacles and Solutions
- Table Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

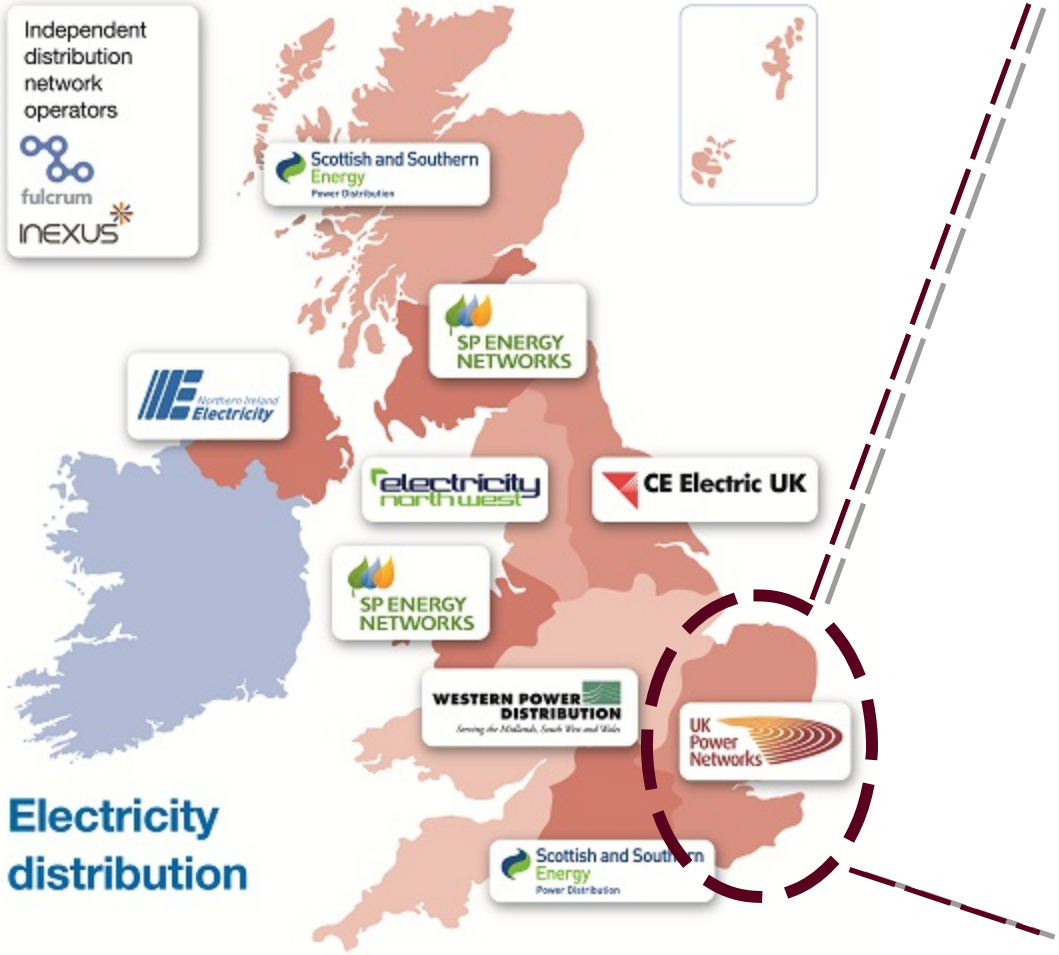
3.3 "Blue Sky Thinking" Introduction by Low Carbon London

Liam O'Sullivan

Programme Director

UK Power Networks Services

UK Power Networks - Context



	Total	% of Industry
End Customers Millions	8.0	28%
Service Area km²	29,165	12%
Underground Network km	134,767	29%
Overhead Network km	47,391	15%
Energy Distributed TWh	89.4	28%
Peak Demand MW	16,229	N/A
New Connections	130,768	35%

UK Power Networks

Low Carbon London - A learning journey

Demonstrating how to create a smart low carbon city

A pioneering project, trialling new low carbon technologies, commercial innovation and design, operation and network management strategies…to understand network behaviours, customer reaction and readiness…

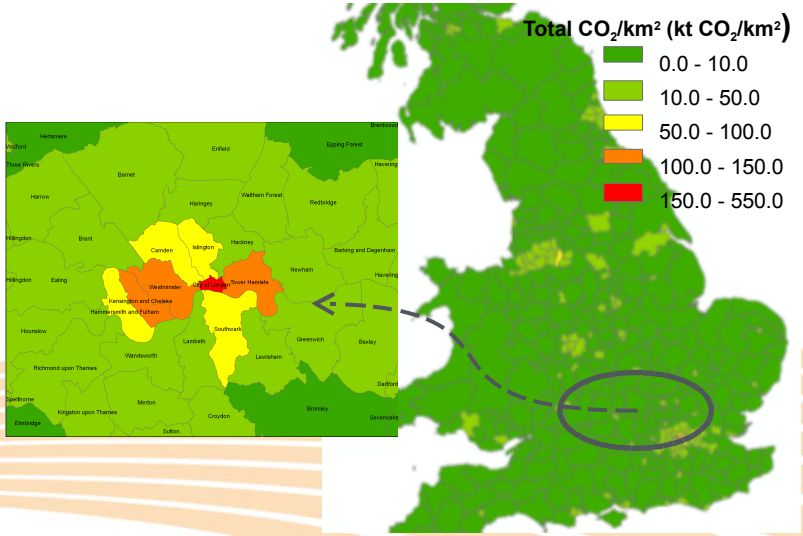
- Smart Meters
- Residential ToU - Smart Appliances, Demand Flexibility
- Demand Response, Industrial & Commercial (I&C)
- Distributed Generation
- Electric Vehicles
- Heat Pumps
- Wind Twinning
- New Tools, Operational and Investment Practices
- Learning Lab

London – The ideal Demonstration – UK Context

Customers will enjoy real benefits:

- Smart meters &time of use tariff offerings ahead of national roll-out
- Direct feedback on their energy and carbon consumption
- Commercial opportunities and benefits from helping balance the electricity distribution system

Industrial & Commercial customers



Radical shift in the UK energy policy:

- 35% electricity from renewables by 2020.
- Electricity generation decarbonised by 2030.
- 80% reduction in carbon emissions by 2050.
- Huge DNO impacts

London – the ideal case study:

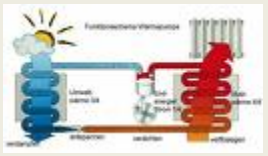
- Highest carbon footprint of all GB cities - 47.5m tonnes p.a.
- Critical to the nation's economy - 21% of GVA
- Anticipates the new challenges facing all urban networks

We will learn and demonstrate how to…

…maximise opportunities for low carbon, distributed and micro-generated electricity



…respond to new demands on the electricity network from a low carbon economy

…work with communities and businesses to help them manage demand



…match local energy demand with national low carbon energy demand



Smart power for a sustainable future...

MAYOR OF LONDON

SIEMENS

logica

EDF ENERGY

nationalgrid

smarter grid solutions

Transport for London

Imperial College London

ENERNOC

flexitricity

Thames Gateway Institute for Sustainability

...requires partners

LCN Fund
Low Carbon Networks

UK Power Networks

Smart Meters:

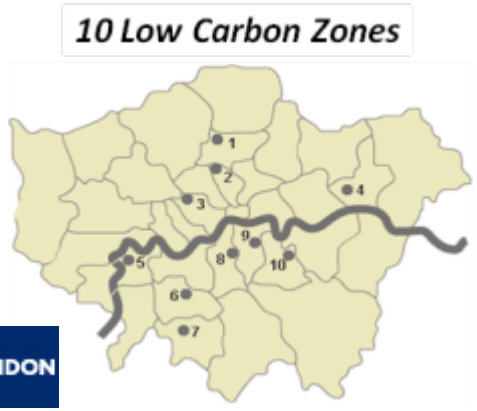
Challenge:

Smart meter rollout to all UK homes and most SMEs by 2019, 24million

Response:

Install circa 5,000 smart meters in homes across to understand how smart meters can impact customers' energy demand, what opportunity, challenges and conflicts

Use smart meter data to inform smarter network operating techniques and improve LV network visibility



MAYOR OF LONDON

How smart meters can be used to increase LV network visibility and to enable smart grids activities (e.g. demand response)

Enabling Distributed Generation:

Challenge:

UK *Low Carbon Transition Plan*: 30% of UK electricity from renewable sources by 2020

Mayor of London's renewable strategy target: 25% of electricity and heating from local generation by 2025

Response:

Investigate the impact of distributed generation to the distribution network and trial **Active Network Management (ANM)** techniques to asses how the network operator can best enable, facilitate, and manage DG improve security of supply and reduce network investment costs.

"CONNECT" - Monitor and facilitate DG connections to the LV and HV distribution networks.

"MANAGE"- Active management of DG to ensure security of supply and postpone network reinforcement.

The best and most cost-effective way to adapt the electricity network to accommodate large amounts of distributed generation

Electric Vehicles & Heat Pumps:

Challenge:

UK *Low Carbon Transport: A Greener Future* – 14% carbon reductions from transport by 2020 and 'substantial decarbonisation by 2050

Mayor's Electric Vehicle Delivery Plan – 1,300 public charging points by 2013 and 100,000 electric vehicles in London

UK Low Carbon Transition Plan calls for widespread electric heating and to eliminate gas consumption for domestic heating by 2050

Response:

Through integration with Source London e-mobility scheme, monitor electric vehicle charging behaviour and its impact on the electricity network; investigate how EV charging can be influenced to avoid overloading the network

Explore how heat pumps perform and impact the electricity network

How to ensure that future electricity networks can accommodate widespread use of electric vehicles and heat pumps

Demand Side Management:

Residential Time of Use Tariffs

Challenge:

Our low carbon electricity future is dependent on matching electricity demand to available, intermittent supply

Response:

Monitor how time-of-use tariffs affect residential customer electricity demand

Assess the impact of dynamic tariffs on the electricity network – residential demand flexibility

EDF ENERGY

Experience: watch this space

Can demand side management flatten network peaks? Change how network planners work?

(When/How/Who/What/Where)

To what extent different demand side management initiatives can influence customers' electricity consumption

Demand Side Management:

Industrial & Commercial Customer Demand Response

Challenge:

Our low carbon electricity future is dependent on matching electricity demand to available, intermittent supply

Response:

Work with commercial aggregators to establish new demand response (DR) contracts with industrial & commercial customers

Can demand response postpone/defer network reinforcement?
(When/How/Who/What/Where)

How can the industry place a value on demand response services?

ENERNOC

flexitricity

EDF ENERGY

To what extent different demand side management initiatives can influence customers' electricity consumption

Wind Twinning:

nationalgrid

Challenge:

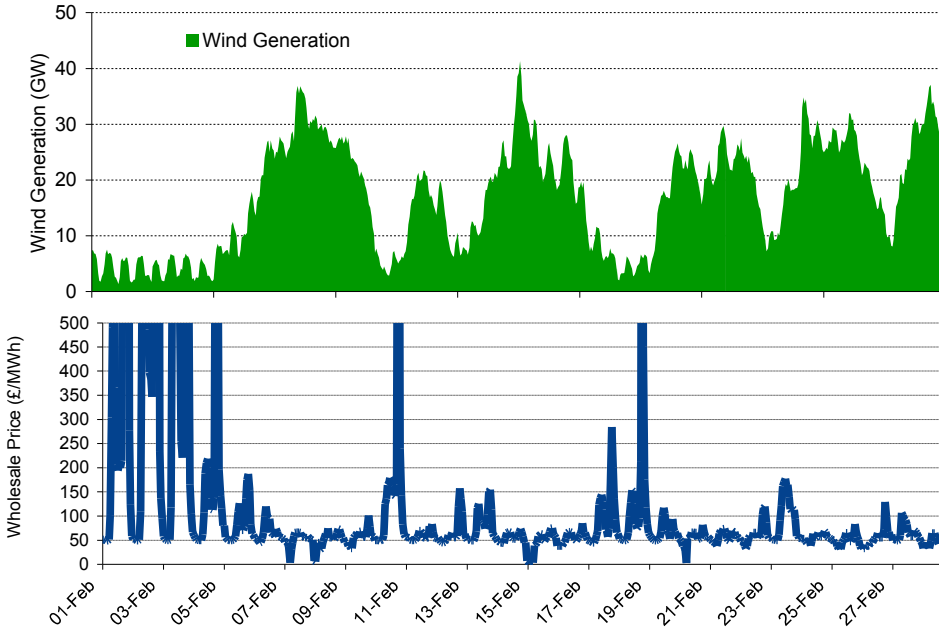
UK Renewable Energy Strategy: 34GW of wind generation by 2020

Matching electricity demand to intermittent generation

Response:

Analyse how tariff prices can be made to influence customers to adapt their electricity demand to follow local and national wind energy production?

Analyse how demand response contracts be made to flex demand in order to manage extensive wind generation



Experience: watch this space

Understanding demand flexibility: (When/How/Who/What/Where)

How future electricity networks can facilitate widespread wind twinning

Low Carbon London

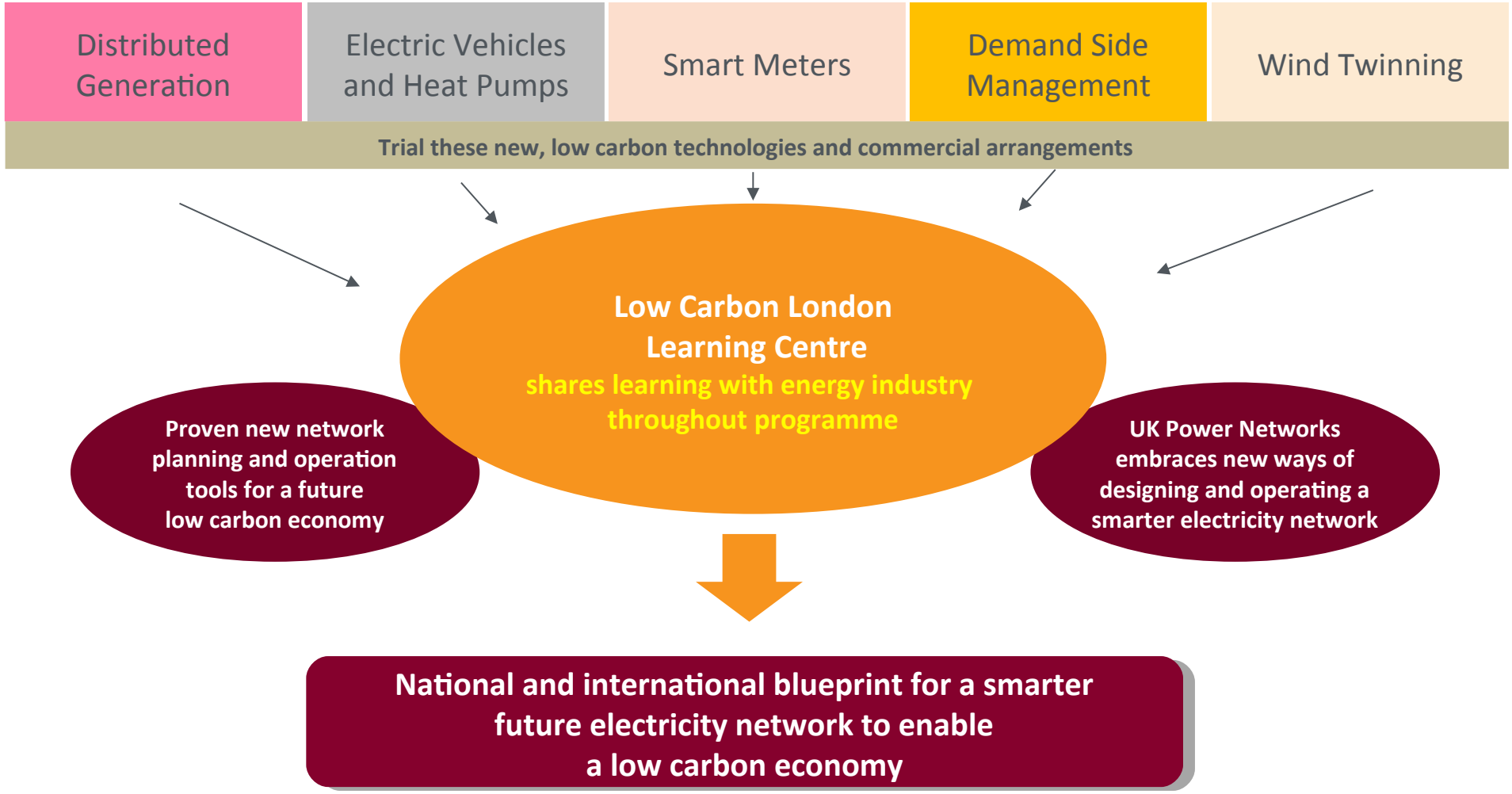
Learning Laboratory Centre

- Real and virtual learning showcase
- First-class research facilities
- Analyse results and determine impact of a nationwide rollout of new technologies and commercial solutions
- Share invaluable learning and recommendations for future network design
- Opened in October 2011

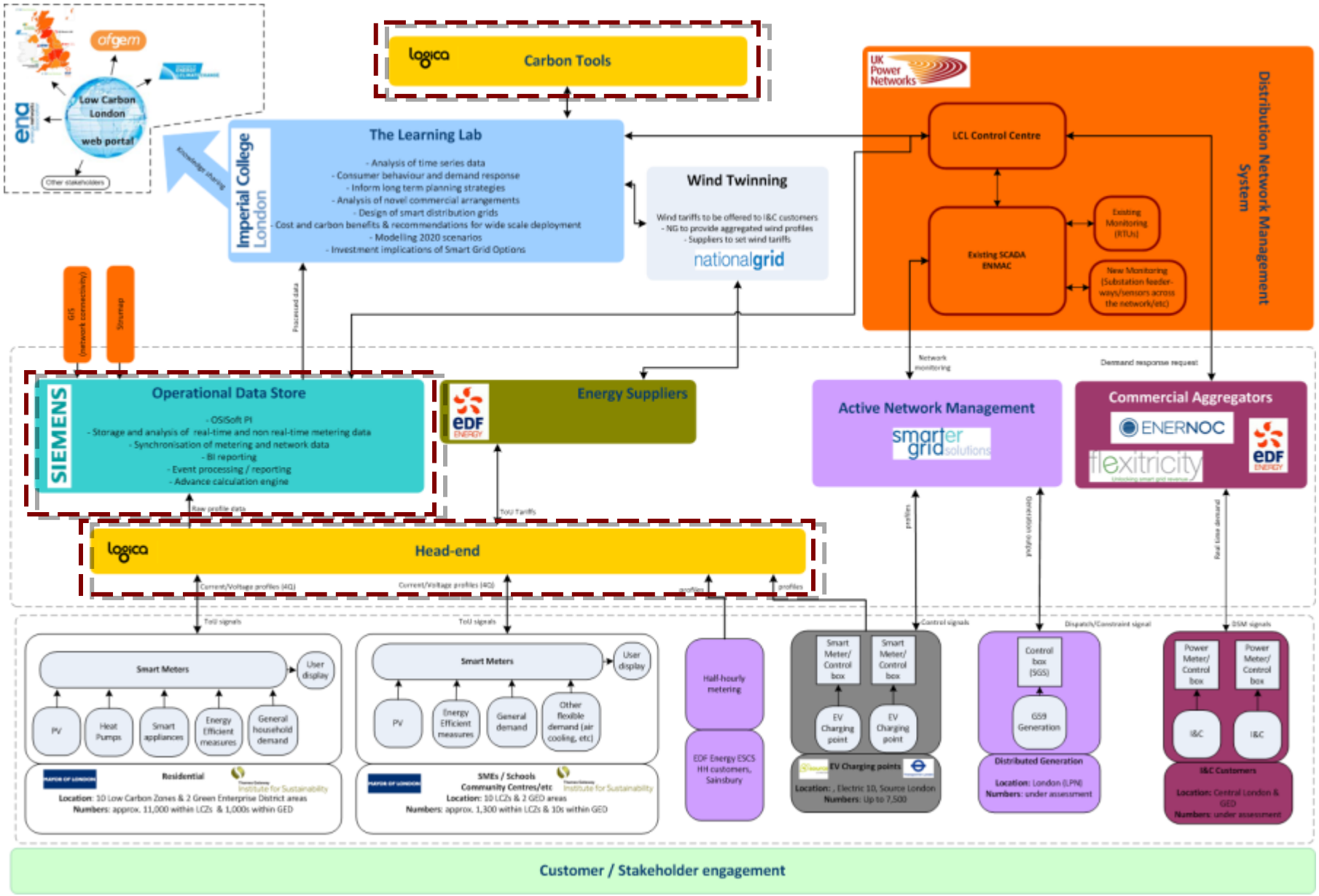
Imperial College London

Low Carbon London:

Smart power for a sustainable future



Low Carbon London – Solution diagram:



In Summary: Is it smart?

- The current established ways of managing networks will quickly become unsustainable.
- We have built a strong foundation for innovation
- Any expertise developed through this process must be transferred and embedded into the rest of the business, partners and professionals, government, policy makers.
- Commercial innovation, strategic partnerships and customer engagement is crucial.
- Must have embedded this philosophy into our business by RIIO-ED1.
- Enable us to shape our business and enable us to become a top performing company under the new regulatory framework (RIIO-ED1).
- WE need a flexible, agile, iterative and an adaptive approach.

This is the beginning of a new era in the management of electricity networks and asset management.
The future is here, the future is now!

Beyond the box – what could this mean for Services; business opportunities now?

Opportunities to be grasped:

- *Knowledge led economy expertise and specialism – you could do that!*
- *Monetise and productise services and systems – you could do that!*
- *DG systems, end to end offering, feasibility, design, install, commission and manage – you could do that!*
- *@ least 24million smart meter installs, system alteration 10-25% of cases – you could do that!*
- *EV infrastructure - end to end offering, feasibility, design, install, commission and manage – you could do that!*
- *Integrated Energy, Smart City Infrastructure Provision – heat networks – you could do that!*
- *For you to decide, we will and can assist.*
- *BUT THERE IS NOTHING LIKE DOING TO KNOW HOW TO DO IT……OPPORTUNITES ARE IMMENSE*

Stage 3: Business Development/Strategic Initiatives

3.3 "Blue Sky Thinking" – Introduction by Low Carbon London
Liam O'Sullivan – Programme Director

- Vision of Low Carbon London
  - Sustainable Energy – The Smart Way
  - Combine New Technology and Commercial Innovation
  - Lead Generation
- Electric Vehicles
- Heat Pumps
- Smart Meters
- Time of Use Tariffs
- Response Demand Services

Stage 3: Business Development/Strategic Initiatives

3.4 Business Plan: Ideas/Markets/Market Research Studies/Forecasts

Tony Latienda

Business Development Marketing and Bidding Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.4 Business Plan: Ideas/Markets/Market Research Studies/Forecasts

- Market Research Studies to be undertaken (Critical Item)
  - Review of existing markets
  - Forecast spend profiles
  - Potential addressable market
- Review of new and emerging markets
  - Forecast spend profiles
  - Potential addressable market

Stage 3: Business Development/Strategic Initiatives

3.4 Business Plan: Ideas/Markets/Market Research Studies/Forecasts

- Table Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

3.5 Business Plan – Stakeholder Engagement "Customer Analysis Model Dashboard"

Charles Bott

Business Development Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.5 Business Plan – Stakeholder Engagement "Customer Analysis Model Dashboard"

- "Customer Briefing Dashboard"
  - Early Market Intelligence
  - Early Pipeline Opportunities
  - Existing/Future Work Bank
- Stakeholder Engagement

Improving the Business Performance and Growth Plans

nationalgrid
THE POWER OF ACTION

Stakeholder Engagement - 'Customer Analysis Model Dashboard' - National Grid

UK Power Networks Services

Customer Overview

National Grid plc (National Grid) is an international energy utility company. The company supplies electricity and natural gas to domestic and commercial customers in the US and US. In the UK, National Grid owns high-voltage electricity transmission system, high pressure gas transmission system, and related businesses such as liquefied natural gas (LNG) importation and storage, landremediation and metering operations. In the US, NationalGrid owns over 4,000 megawatt (MW) of electricity generation assets. Besides, it also engages in electricity and gas transmission and distribution. It serves around 19 million consumers directly and indirectly in the US and UK.

Organisational Information Including Key Employees

Position	Name	UKPN Services Contact
Chairman	Peter Gershon	
Chief Executive (CEO)	Steve Holliday	
Exectutive Director (Transmission)	Nic Windsor	
Construction Director	Michael Dyke	
Head of Business Planning	Neil Pullen	
Head of Substations	John Fenn	
Head of OHL&C	Paul Johnson	
Head of Asset Management	David Wright	
Head of Tunnelling	Dave Leutchford	
Head of Business Integrity	Ian Cartwright	

National Grid Board

Name	Position	Name	Position
Peter Gershon	Chairman	Philip Aiken	Non-executive Director
Steve Holiday	Chief Executive	John Allan	Non-executive Director
Andrew Bonfield	Finance Director	Stephen Petitt	Non-executive Director
Tom King	Executive Director (US Ops)	Maria Richter	Non-executive Director
Nick Winser	Exectutive Director (UK Ops)	George Rose	Non-executive Director
Ken Harvey	Exectutive Director	Ruth Kelly	Non-executive Director
,Linda Adamany	Non-executive Director	Paul Goby	Non-executive Director

Key Employees

Name	Position	UKPN Services Contact
Steve Holliday	Chief Executive (CEO)	xxxx
Peter Gershon	Chairman	xxxx
John Fenn	Head of Substations	
David Wright	Head of Asset Management	

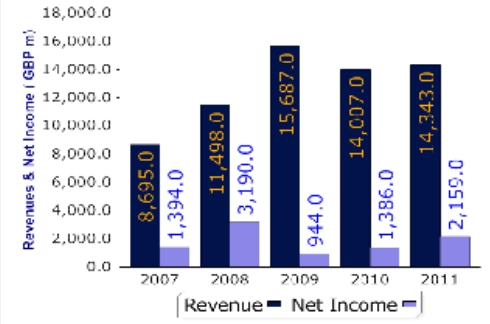
Business Description

Major Products & Services	Products -Electricity, Gas, Meters. Services - Electricity Transmission, Electricity Distribution, Gas Distribution, Meter Reading, Meter Installation and Maintenance Services
History (Date Activity)	1990 - Privatized and NG was owned by 12 Regional Electricity companies. 1995 - Listed on Stock Exchange. 1997-2004, Merged with Lattice, acquired Niagara Mohawk and Crown Castle, sold 4 of its gas distrubution networks. 2009 - Gained 8 year contrct from Costain for the construction of two deep cable tunnels in London. 2011 - NG agreed to sell Utility Metering Services Inc, a non -reg metering business to Macquarie Bank Ltd
Key Competitors	Consolidated Edison, Inc (US), Dominion Resources, Inc (US), DTE Energy Company, Duke Energy Corporation (US), Unitil Corporation (US)

SWOT Analysis

Strengths	1. Sound Financial Performance 2. Efficient Operational Network 3. Business Operations: Integrated Structure
Weaknesses	1. Dependance on Thermal Fuel Source 2. Litigations and Employee Issues 3. Rising Accident Rate
Opportunities	1. Strategic Organizational Model 2. Growing Smart Grid Market 3. Rising demand for Electricity
Threats	1. Operational Issues 2. Government and Environment Regulations 3. Seasonality of Business

Financial Analysis



The company reported revenues of (British Pounds) GBP 14,343.00 million during the fiscal year ended March 2011, an increase of 2.40% over 2010. The operating profit of the company was GBP 3,788.00 million during the fiscal year 2011, an increase of 16.20% over 2010. The net profit of the company was GBP 2,159.00 million during the fiscal year 2011, an increase of 35.77% over 2010.

Recent Developments

Date	Description
20/03/2012	Summit Power, National Grid and Petrofac team up on DECC Carbon-Capture Program in UK
14/03/2012	National Grid and Elia Plan Electricity Interconnector Project
13/03/2012	National Grid to review scope of North West Coast Connections Project

Long Term Development Plan

Project	Project Status	Total Project Value (£m)	Likely Dates	Comments
Hinkley Point C	Consultation/Planning	tbc post consult	2015	Connection is needed before Sept 2018
London Tunnels	Year 2	?	2011-18	Improving Londons electricty capacity
Mid Wales Connection Project	Consultation/Planning	?	2014	Connecting wind farms- Mid Wales and Shropshire
North London Reinforcement	Consultation/Planning	?	2014	Upgrades to existing OHL

Corporate Responsibility Statement

It is important we promote and maintain our reputation with our stakeholders as a company that manages its business in a responsible and sustainable way. This perspective looks at how we have performed in this area during 2008/09.

- One of seven companies to be accorded the new BITC Platinum Plus rating
- One of only two companies to achieve BITC CR index 'Platinum' status for the seventh year running
- Constituent of the Dow Jones World Sustainability index and FTSE4Good Index Series
- Recipient of the US Association of Energy Services Professionals' 'Outstanding Achievement in Energy Program Implementation' Award for our energy efficiency programmes

Top 20 Customers

- Heathrow Airport
- HS1 Ltd
- London Underground
- MUJV LTD
- Network Rail
- Stansted Airport
- Gatwick Airport Ltd
- CGL Rail Link PLC
- Marketspur Limited
- Sainsbury's Supermarkets
- North West London House
- NNB Generation Company
- Southern Water Services
- Crossrail Limited
- Ultra Electronics Ltd
- GCL Limited
- Cardy Construction Ltd
- University Of Kent
- British Energy Generation
- Haskell EU Limited
- Canary Wharf Management
- Brighton & Sussex University

Stage 3: Business Development/Strategic Initiatives

3.6 Business Plan – Stakeholder Engagement “Competitor Analysis/Model Dashboard”

Charles Bott

Business Development Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.6 Business Plan – Stakeholder Engagement "Competitor Analysis/Model Dashboard"

- Experience of this type of Scheme
- Strengths
  - How do we mitigate?
- Weaknesses
  - How do we exploit?

Stage 3: Business Development/Strategic Initiatives

3.6 Business Plan Stakeholder Engagement – "Competitor Analysis/Model Dashboard"

- Improving the Business Performance/Growth Plans "Competitor Analysis/Model Dashboard"

Siemens	
Experience in this type of scheme To Be Completed	
Strengths	**Weaknesses**
1. Leading Market position 2.Extensive Research and Development Effort. 3. Improvement in Financial. 4. Growth Strategy through AcquisitionsPerformance	1. Involvement in Litigations 2. Product Recall Issues
Strengths - How do we mitigate?	**Weaknesses - How do we exploit?**
To Be Completed	To Be Completed

Stage 3: Business Development/Strategic Initiatives

3.7 Business Plan: Content

Tony Latienda

Business Development Marketing and Bidding Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.7 Business Plan: Content

- Document Governance
- Executive Summary
- Current Situation
- Market Analysis
- Customer Analysis
- Competitor Analysis
- Supply Chain Analysis
- Key Trends
- Strengths and Weaknesses Analysis
- SWOT Analysis

Stage 3: Business Development/Strategic Initiatives

3.7 Business Plan: Content

- Services Strategy
- Sales Forecast – Key Business Programmes
- Organisation Chart
- Financial Analysis
- Key Constraints and Assumptions
- Opportunity and Risk Analysis
- Strategic Issues and Action Plan
- Analysis of Major Geographic Markets
- Analysis of Sectors
- Acquisition Opportunities

Stage 3: Business Development/Strategic Initiatives

3.7 Business Plan: Content

- Innovation Plans
- Ansoff Matrix
- Key Internal and External Resources
- Appendix 1: Potential Addressable Market Valuations
- Appendix 2: Customer Briefing
- Appendix 3: Competitor Profiling
- Appendix 4: Supply Chain Trade Analysis
- Appendix 5: Strengths and Weaknesses Analysis
- Appendix 6: Revenue Forecast Up and Down Scenarios
- Appendix 7: Sales Opportunity Pipeline 2012-2017

Stage 3: Business Development/Strategic Initiatives

3.7 Business Plan: Content

- Appendix 8: Work Winning Costs
- Appendix 9: Cash Flow Forecast
- Appendix 10: Other Operating Costs
- Appendix 11: Opportunity and Risk Analysis
- External Factors (Political, Physical, Environmental, Economic, Social, Technological and Trade).

Stage 3: Business Development/Strategic Initiatives

3.7 Business Plan: Content

- SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Table Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

3.8 Review of Existing Capabilities/Strategy

Tony Latienda

Business Development Marketing and Bidding Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.8 Review of Existing Capabilities/Strategy

- Matrix/Gap Analysis/Joint Ventures and Strategic Alliances
- “Integrated Solutions” - Consulting - Technologies - Engineering - Construction - Operations & Maintenance - Finance
- Table Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

3.9 Stakeholder Engagement - Communication Strategy: Integrated Calendar Marketing Plan 2012-2013

Charles Bott

Business Development Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.9 Stakeholder Engagement - Communication Strategy: Integrated Calendar Marketing Plan 2012-2013

- List of Activities (Not Limited To) Internal/External

Levels 1-7 of Communication

- Level 1: Corporate Brochure
- Level 2: Annual Report and Accounts
- Level 3: Services Brochure (to be prepared and issued)
- Level 4: Market Sectors
- Level 5: Case Studies
- Level 6: Data Sheets
- Level 7: Bids/Tenders – CD Rom/Folders/Dividers/ Programme - Identity

3.9 Stakeholder Mapping - Snapshot of Integrated Calendar Marketing Plan 2012-2013

UK Power Networks Services - Marketing & Communications Activity Plan 2012

Project	Activity	NB	January	February	March	April	May	June	July	August	September	October	November	December
Internal														
Online	Intranet update (copy and design)	New CMS will be in place	Waiting for link from Toni Calder to check Services new page works as it should.				Unable to make the training session- in progress on getting webmaster training.	Appius - the company recommended by Nick johnson.	Appius - the company recommended by Nick johnson - Linda Ballantyne and James Forrest having Web Editor Training - 20th July. Internet goes live 18th July					
Online	Corporate film - split into sections	DVD produced website		Pick up in Feb- speak to Production company- Powerlink contibution		With Coreena	With Coreena	With Coreena	Should be signed off by1st week of June - We can then send off clips to Liz -UNAWARE OF POWERLINKS FUTURE					
UKPN Services Hospitality	Away Day Workshop	Away Day - Stages 1-4						In planning Stages with Tony Latienda & Phil Giles	Have slide show presentation complete by 18th July. Had meeting with Liz smith to record Away day and televise it to create Legacy. Recce to Pimlico 24th July -Liz, Kanavel Tony and I to go.	Liz and camera crew to come into office to record peoples expectations of the away day.	AWAY DAY - 7TH SEPTEMBER	Follow up Conference - Stage four - present findings and new target markets - Record this also.		
UKPN Services Hospitality	Railway Ball	Cost centre 11 Industry specific hospitality -Two tables at Railway Ball and 4 hotel rooms			Paid for two Platinum VIP tables			Begin to invite clients for the railway ball- consult Adrian and Barry Dilks	Ist list of attendees to be sent out Book Hotel Rooms for ukpns staff x4				23rd November - Must invite clients in good time	
External														
Advertising/Editorial Channals	Nuclear Engineering International	Cost centre 3 - We have not placed anything in this publication							July Content - Hydrogen,Safety Rad waste, Decommissioning	August Content - Repair & Maintenance, NDE, inspection and condition monitoring - FOCUS ON RUSSIA	September Content - Fuel Review, Fuelk Design data, Balance of Plant	October Content - Power Plant Design, Radwaste Management, Decommissioning and Decontaminatio	November Content - Instrumentation and Control, Similators, IT, Radiation Monitoring, Asset Management	December Content - Research Reactors Transport, Focus on USA, Water Chemistry
Publication subscription	Port Technology International (Quarterly)	Cost centre 14					Do we subscribe? $250/annum							
Conferences/ Exhibitions	Marketforce	Cost Centre 16						Nuclear Industry Forum 20th June	1. Renewables Conference 3rd July 2. Water Reform 4th July		Infrastructure Asset Management 25th September	1. Power Generation Investment - 24th October 2. Green Deal Forum 25th October	1. Future of Rail Conference - 27th November - One Whitehall Place. 2. Nuclear New Build Forum - DATE TBC 3. Water 2012 - 5/6th November	

Stage 3: Business Development/Strategic Initiatives

3.9 Stakeholder Engagement - Communication Strategy: Integrated Calendar Marketing Plan 2012-2013

- Baseline Presentation Key Message – “Influencing Your Energy Strategies with Integrated Solutions”
  - Customers
  - Stakeholders/ Associations
  - Joint Ventures/ Strategic Alliances

- Design of Intranet (Planned Launch Date - January 2013)

- Design of Website (Planned Launch Date - January 2013)

Stage 3: Business Development/Strategic Initiatives

3.10 Knowledge Management

Katy Steer

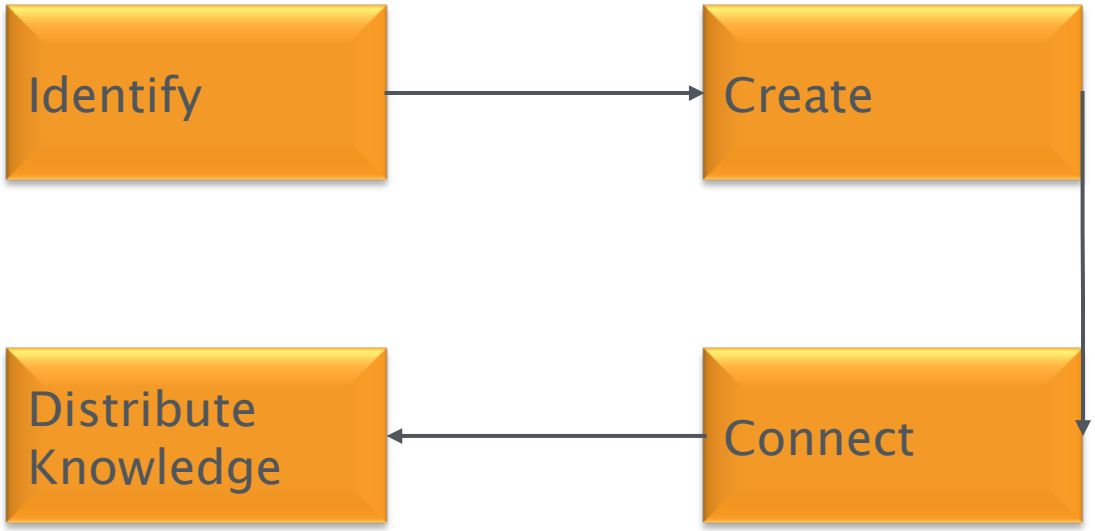
Bid Coordinator

UK Power Networks Services

Forms of Knowledge:

- Facts, truths and laws
- Concepts and beliefs
- Know what, know how and know why
- Judgements, expectations and insights
- Relationships and leverage points
- Intuition and feelings
- Meaning and sense making.

Basis to Knowledge Management



Value of Good Business Knowledge

- The foundation of the enterprise
- Grows rapidly when shared
- Creates value through efficiency
- Reduces uncertainty / increases time of response
- Enhances the current value of projects.

Why is Knowledge Management Important?

- Sustain knowledge regarding projects and services
- Connect employees with knowledge they otherwise wouldn't have
- Encouraging innovation and ideas
- Creating better business decisions
- Expedite projects due to ease of obtaining information.

How Can This Be Achieved?

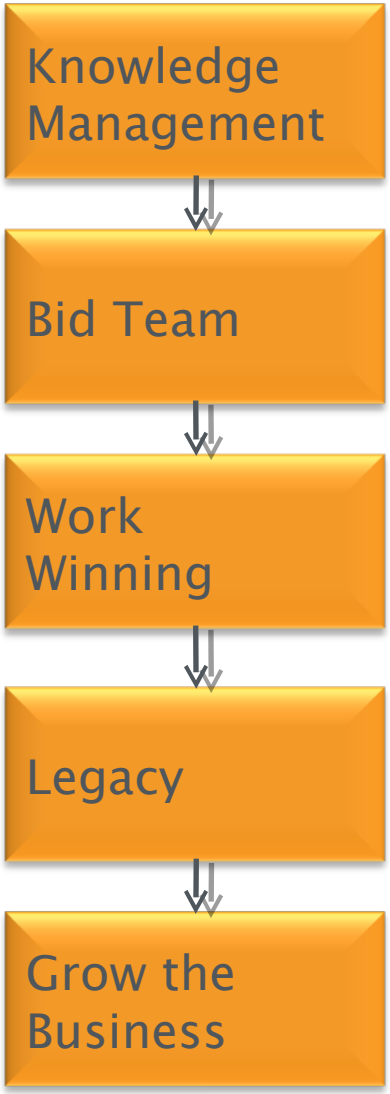
- Actively managing knowledge in a database
- Creating incentives for employees for providing, updating and using knowledge
- Experts of the field providing information that will help others better accomplish their jobs.

Promotes Many "Healthy" Business Activities…

- Quality management of knowledge
- Lessons learnt from past decisions and experiences
- The sharing of best practices and the building of consistent processes
- Knowledge management system promotes getting a good understanding of the knowledge, information and data needs of the employees
- A knowledge management system provides 24/7 access to ALL recorded knowledge.

Using Opportunities…

- I was given the opportunity to go on a site visit to Embankment Substation
- To record my knowledge gained I produced a condensed case study / datasheet
- This helped me tremendously with understanding how much is involved in just one substation
- By presenting the information as a datasheet it will be able to be used in the future.

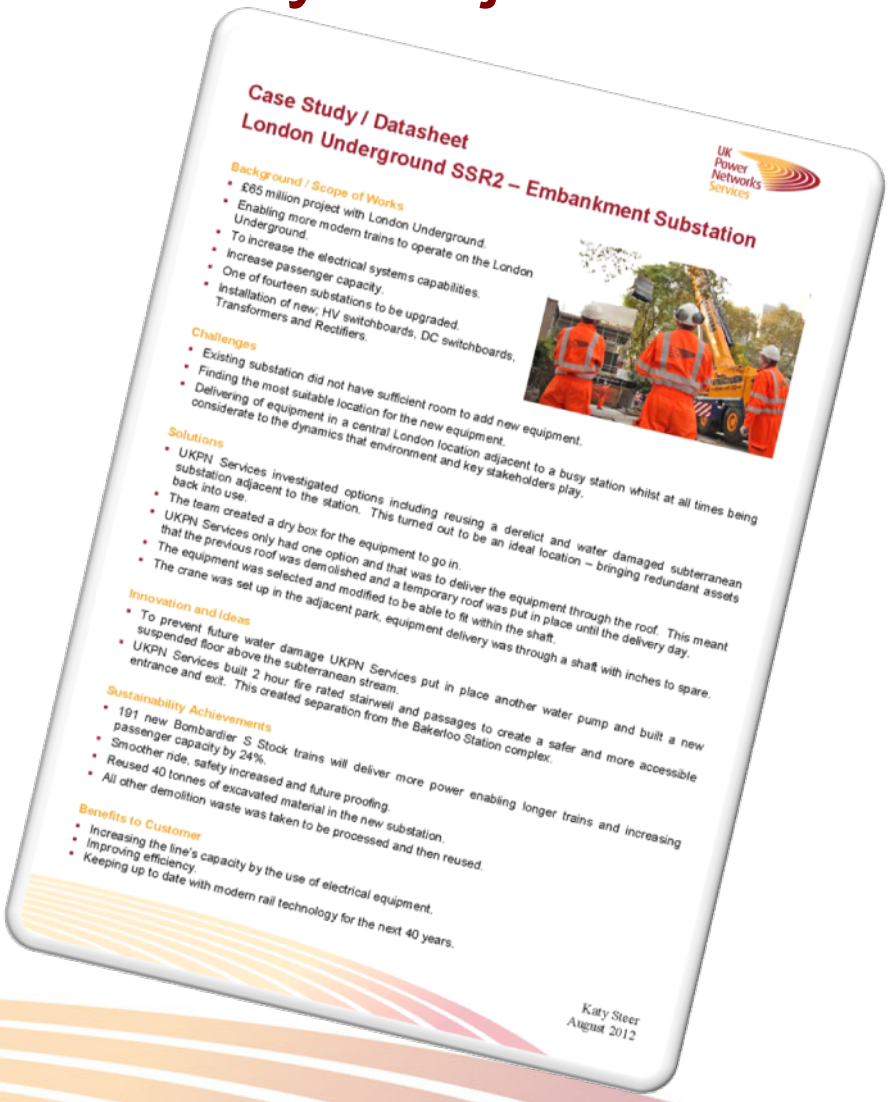


Looking to the Future on Every Project…

Producing a data sheet which is a condensed case study

Including the following information:

- Project Title
- Background / Scope of Works
- Challenges
- Solutions
- Innovation and Ideas
- Sustainability Achievements
- Benefits to Customer
- Photographs



Case Study / Datasheet

London Underground SSR2 – Embankment Substation

UK Power Networks Services

Background / Scope of Works

- £65 million project with London Underground.
- Enabling more modern trains to operate on the London Underground.
- To increase the electrical systems capabilities.
- Increase passenger capacity.
- One of fourteen substations to be upgraded.
- Installation of new; HV switchboards, DC switchboards, Transformers and Rectifiers.

Challenges

- Existing substation did not have sufficient room to add new equipment.
- Finding the most suitable location for the new equipment.
- Delivering of equipment in a central London location adjacent to a busy station whilst at all times being considerate to the dynamics that environment and key stakeholders play.

Solutions

- UKPN Services investigated options including reusing a derelict and water damaged subterranean substation adjacent to the station. This turned out to be an ideal location – bringing redundant assets back into use.
- The team created a dry box for the equipment to go in.
- UKPN Services only had one option and that was to deliver the equipment through the roof. This meant that the previous roof was demolished and a temporary roof was put in place until the delivery day.
- The equipment was selected and modified to be able to fit within the shaft.
- The crane was set up in the adjacent park, equipment delivery was through a shaft with inches to spare.

Innovation and Ideas

- To prevent future water damage UKPN Services put in place another water pump and built a new suspended floor above the subterranean stream.
- UKPN Services built 2 hour fire rated stairwell and passages to create a safer and more accessible entrance and exit. This created separation from the Bakerloo Station complex.

Sustainability Achievements

- 191 new Bombardier S Stock trains will deliver more power enabling longer trains and increasing passenger capacity by 24%.
- Smoother ride, safety increased and future proofing.
- Reused 40 tonnes of excavated material in the new substation.
- All other demolition waste was taken to be processed and then reused.

Benefits to Customer

- Increasing the line's capacity by the use of electrical equipment.
- Improving efficiency.
- Keeping up to date with modern rail technology for the next 40 years.

Katy Steer
August 2012

How and Why is this Good Practice?

- Quick and easy to do at time of completion of project
- Easily accessible in the future
- We should always look to the future of UK Power Networks Services and help the future by spending a small amount of time in the present.

Stage 3: Business Development/Strategic Initiatives

3.10 Knowledge Management

- Case Study – London Underground SSR2 - Embankment Substation

Stage 3: Business Development/Strategic Initiatives

3.11 Corporate and Social Responsibility

Lucy Innes

Lead HSS Advisor

UK Power Networks Services

Corporate and Social Responsibility… What is it?

"Corporate social responsibility (CSR, also called corporate conscience, corporate citizenship, social performance, or sustainable responsible business/ Responsible Business)1 is a form of corporate self-regulation integrated into a business model. CSR policy functions as a built-in, self-regulating mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards, and international norms. The goal of CSR is to embrace responsibility for the company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders."

– Taken from Wikepedia

To become an organisation which is:

1. An Employer of Choice
2. A Respected Corporate Citizen
3. Sustainably Cost Efficient

...and achieving upper 3rd performance by April 2013.

INTEGRITY
We will do what we say we will do and build trust and confidence by being honest to ourselves, our colleagues, our partners and our customer

CONTINUOUS IMPROVEMENT
We are committed to learning, development, innovation and achievement

DIVERSITY AND INCLUSIVENESS
We recognise and encourage the value which difference and constructive challenge can bring

RESPECT
We treat our colleagues and our customers the way in which we would want to be treated

RESPONSIBILITY
We always act in an ethical, safe and socially/environmentally aware manner

UNITY
We are stronger together and this comes from a shared vision, a common purpose, supportive and collaborative working

our values

Our values are the DNA of our business; they will help us to deliver our Vision 'To become an organisation which is an Employer of Choice, a respected Corporate Citizen and Sustainably Cost Efficient.'

One of 3 key priorities for UK Power Networks is to be a respected corporate citizen; corporate social responsibility is entirely consistent with this priority.

Corporate and Social Responsibility…
So what does that mean to us?

Responsibilities with regard to employees…

- Company Health Safety and Sustainability Statement
- Social benefits, in particular regarding maternity, coverage of workplace accidents, illness and retirement.
- Staff Consultation
- Business Change

Relations with contractors…

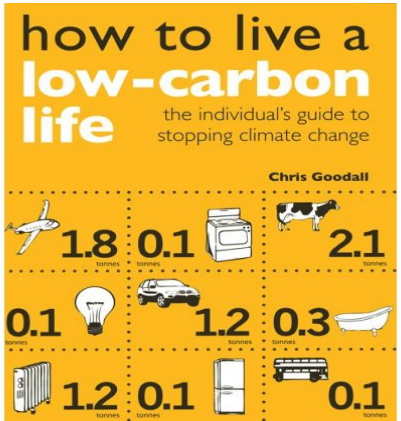
- Relations with our contractors in the area of legal compliance, health and safety, ethical behaviour with customers and respect for the environment UK Power Networks requirements shall be applied in particular to:

    - Legal Compliance
    - Employee health and safety
    - Ethical behaviour towards customers, & respect for people & integrity
    - Respect for the environment

Protection of the environment…

- The Health, Safety and Sustainability Policy (BS01a) includes our commitment to ensuring due care for the environment. The procedures include how we manage all aspects of our work to meet the policy and the company is accredited to ISO140001 standard.

- We will support our customers and wider business community by promoting energy efficiency and sustainability by helping develop technology and processes to save energy. An example is the Low Carb



Responsibility with regard to customers & communities…

- Vulnerable customers
- Involvement in local economic and social development programmes
- Education
- Community Sponsorship
- Public Safety
- Business in the Community

Stage 3: Business Development/Strategic Initiatives

3.11 Corporate and Social Responsibility

- Open Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

3.12 Research and Development Services, Products and Technologies Introduction by Esri UK

Andrew Keevil

Industry Marketing Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.12 Research and Development – Services, Products and Technologies

- Introduction by: Esri UK – Andrew Keevil – Industry Marketing Manager.

Stage 3: Business Development/Strategic Initiatives

3.12 Research and Development – Services, Products and Technologies

- Opportunities and Challenges
- Table Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

3.13 Research and Development – Services, Products and Technologies Challenges and Opportunities

Vukan Polimac

Engineering Manager

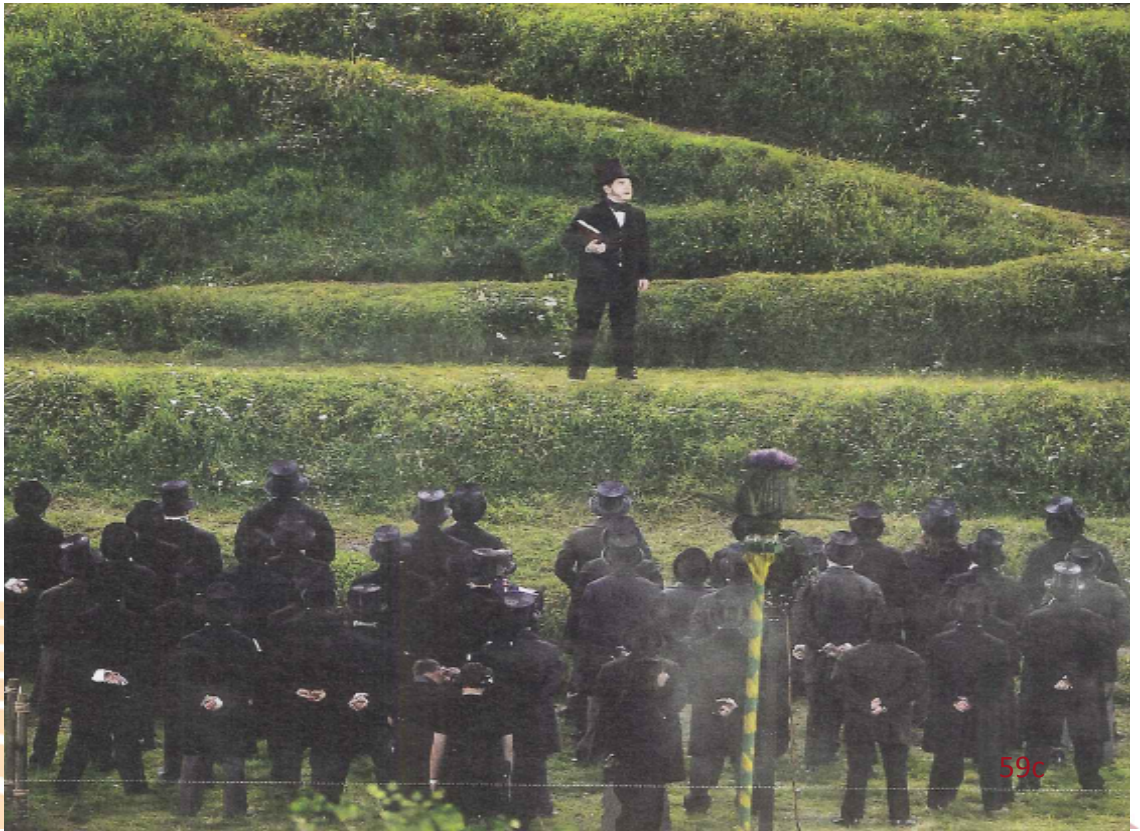
UK Power Networks Services

Background: Setting the Scene – Energy Modelling – Early Customer / Consulting Engagement

- HS1 – High Speed 1 – Existing Electrification Assets – Benefits to Customer
- HS2 – High Speed 2 – New Electrification Assets – Benefits to Customer

Challenges - Strengthening Technical Expertise

- Developing In-House Expertise
- Power System Analysis Software
- Techno-Economic Skills
- Graduate Programme



Innovations in Practice

- "Flywheel Technology"
- Inverters
- Uninterrupted Power Supply with Solar PV (Photovoltaic)

Opportunities

- London Underground AC/DC Invertors Pilot Project
- Dockland's Light Railway Flywheel Energy Storage Trial
- Regenerative Breaking
- Wind Generation Connections
- UK Railway Electrification Programmes

Future Use of Smart Technologies

- Smart Technologies

Video

Stage 3: Business Development/Strategic Initiatives

3.14 Review of Business – Areas of Improvement

Matt Hardy

Compliance, Risk & Governance Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.14 Review of Business – Areas of Improvement

i. HSS Analysis
ii. Engineering Analysis
iii. Compliance and Risk Analysis
iv. Business Development Analysis
v. Bidding Analysis
vi. Commercial Analysis
vii. Supply Chain Analysis
viii. Construction and Delivery Analysis.

Stage 3: Business Development/Strategic Initiatives

3.14 Review of Business – Areas of Improvement

- Issues and Solutions
- Table Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

3.15 Other Areas

Tony Latienda

Business Development Marketing and Bidding Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

3.15 Other Areas

- Open Discussion and Feedback

Stage 3: Business Development/Strategic Initiatives

Summary / Next Steps

Tony Latienda

Business Development Marketing and Bidding Manager

UK Power Networks Services

Stage 3: Business Development/Strategic Initiatives

Summary/Next Steps

- Stage 4: Business Development Initiatives /Strategy/Business Plan Findings

Thank You For Your Participation

"The best way to predict the future is to create it."

Dr Forrest C. Shaklee