

3rd BESTGRID workshop
Good practice exchange
London, 26 February 2015



Do you know the programme “Natural Grid” that aims at enhancing ecosystems through innovative use of National Grid’s assets? And have you ever thought about engaging with your stakeholders with the help of an old sofa? Infrastructure project promoters, NGOs, and authorities all over Europe are facing very similar challenges regarding public acceptability, stakeholder engagement, permitting procedures and the reduction of environmental impacts. Many have developed new approaches and brainstormed innovative ideas. Why not learning from these and enhancing them instead of risking to reinvent the wheel?

With this purpose in mind, our 3rd BESTGRID workshop was dedicated to exchanging good practices. With the help of a networking speed dating, pitches and a marketplace, successful practices and beneficial experiences have been shared. In this document you will find more information about seven practices that have been showcased in the marketplace. If you would like to obtain more information about these, please do not hesitate to contact us (info@bestgrid.eu).

If you would like to engage in our good practice exchange also after the workshop, please join our LinkedIn Group: https://www.linkedin.com/groups?home=&gid=6920778&trk=anet_ug_hm

EirGrid: Revision of consultation strategy



A high level of submissions were received by EirGrid during the course of consultations on grid development projects within Ireland. These included submissions from the general public, landowners, residents, public representatives, local community groups and national groups. EirGrid have reviewed all of these submissions and last year announced five key initiatives to address the concerns raised. These

initiatives included a review of our consultation process to enhance future public engagement, a comprehensive analysis of undergrounding for both Grid Link and Grid West projects; the introduction of Community Gain Funds for localities and residences located close to new pylons and stations; a Government expert review of Electric and Magnetic Fields and public health; and addressing major issues such as tourism, agriculture and equine concerns. As part of this work EirGrid have undertaken reviews of practices in other countries and have engaged with key stakeholders to identify improvements that can be made to help address the concerns that have been outlined in the submissions received. EirGrid now wish to discuss their findings and commitments going forward in relation to enhancing public consultation, addressing the concerns relating to Tourism, Agriculture and Equine matters and the introduction of a Community Gain Fund.



Plymouth City Council: Plymouth Plan engagement



The Plymouth Plan has given us an opportunity to explore a new and creative approach to engaging with local communities and wider stakeholders. It has been built on innovative and fun community engagement which captured local peoples’ imaginations and enabled the Plan to be genuinely shaped by local views. This process has involved negotiation at every level, breaking down departmental and organisational silos and reaching out to

communities across the city to develop unprecedented buy-in to the concept of a single strategic plan to drive change in the city. It shows how engagement can improve customer service and the quality of comments made so communities have a really meaningful influence. With the help of simple tools – such as a sofa! – engagement can become more than just another statutory process.



National Grid: Stakeholder Academy



As we have moved into a new regulatory model, RIIO (Revenue = Incentives + Innovation + Outputs), in the UK and become increasingly focused on driving performance, National Grid has identified that one of the areas we need to focus on to support us on the this journey was to develop our Stakeholder Management capability.

To achieve this, the National Grid Academy has worked in partnership with subject matter experts from across the business to design and deliver highly relevant Stakeholder Management development programmes to support four defined skill levels from Foundation through to Expert

Since the programme was launched in November 2013, 794 managers have successfully completed over 17500 hours of innovative and highly participative learning.



SAGE – Stakeholder Advisory Group on electric and magnetic fields



Created in the UK in 2004/5 and running to 2011, SAGE addressed two problems. The ostensible problem was to recommend to government appropriate precautionary policies for electric and magnetic fields (EMFs). The underlying problem was a severe lack of trust between players in the EMF debate, resulting in the debate being marked by confrontation and hostility.

SAGE was an initiative originally of National Grid but with strong support from the Department of Health and increasing support from at least some other stakeholders. It was funded equally by industry, Department of Health, and a charity Children with Leukaemia. Key to its success was involving all stakeholders. And key to involving all stakeholders was to address longstanding issues of power and control. NGO participants – campaign groups etc – had to be convinced that they would have a genuine voice, and that the outcome would not just be decided regardless by some behind the scenes alliance of industry and government. Industry, in turn, had to accept sitting round the table with its traditional opponents and sharing information and decision-making with them.

We succeeded sufficiently well for the process to deliver recommendations on policy for each of the key infrastructure types, albeit ones that did not satisfy every participant. We would not have succeeded even to that extent if industry and government had not been prepared to cede ultimate control of the process, and if we had not engaged a professional facilitator conversant with every

group-decision-making technique available. At the time, that felt like a major step for industry and government (and encountered some opposition); in retrospect, many of the NGO participants might say it was barely enough.



SAGE, after many meetings and much hard work, produced two excellent reports that, as well as the actual recommendations, contain much useful and well debated information that really does not exist elsewhere in such a balanced form. The UK now has in place precautionary measures, which clearly do not go as far as some participants wanted, but which emerged out of the SAGE process. The precautionary measures are promulgated

through various vehicles, for example, a new Engineering Best Practice document (G92 2013) issued by the UK Energy Networks Association regarding EMFs and low voltage distribution networks.

At least as significantly, relationships between participants, and the tone and character of the EMF debate, have improved dramatically – an improvement that seems to be living on beyond SAGE itself.

National Grid: Working with stakeholder groups to build new value from National Grid landholdings



The way National Grid manages the ‘natural capital’ value of its land holdings can have significant impact on the business. Their sites are a visible ‘shop window’, enabling stakeholders to look for clear demonstrations of the company’s commitment to the natural environment. However, if the management of these land holdings is viewed as a cost which delivers little return for the business, they may be lightly managed and their

true value not recognised.

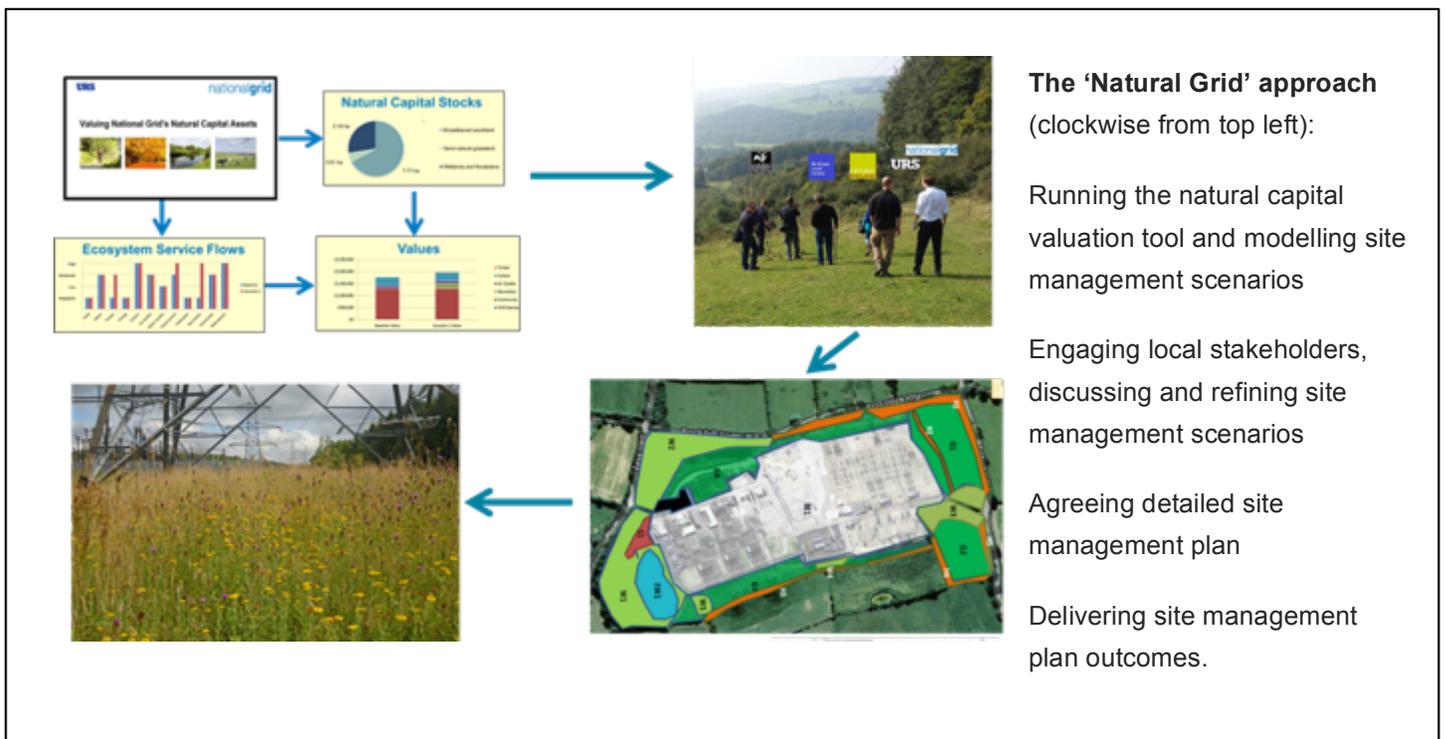
Recognising the value of the natural environment around the operational and non-operational estate is key to unlocking new value. Tools developed by National Grid, working with AECOM, highlight the value of this ‘natural capital’ and the benefits or ‘ecosystem services’ that flow from them. This has

resulted in a new approach to managing the landholdings, which aligns with National Grid's sustainability ambitions.

The approach builds environmental gain in a way that both engages customers, stakeholders, charities and NGOs and drives cost-efficiency. Key stakeholders, including Wildlife Trusts at a local and national level, local farming and community groups have been actively involving in decision making and the on-going practical management of the non-operational landholdings.



Through the Natural Grid programme, National Grid is recognising the intrinsic value of their landholdings to both themselves and their stakeholders. By developing long term partnerships that inform the development and management of sites, they are working together to enhance the value of the natural assets and the benefits they provide.



National Grid: Best Practice in stakeholder engagement and marine and landfall permitting



There is much discussion about early stakeholder engagement and speeding up the permitting process. We have learned that whilst the former is often a given, the latter is not always such an obvious goal. Based on learning from the BESTGRID Project, National Grid has concluded that developing marine infrastructure projects through to their landfall, together, and in cooperation, with stakeholders from the

beginning can be beneficial to all; TSOs, developers, stakeholders and permitting authorities. The pitch covered some of the key elements of best practice National Grid has uncovered including: the importance of educating and listening; knowledge management & continuity; understanding the interactions between legislation, policy and external influences that drive behaviour for a TSO or developer and how that can influence stakeholder engagement.

National Grid: Visual Impact Provision project



Currently in Great Britain, there is a provision of £500 million for UK electricity transmission owners to improve the look of existing electricity infrastructure in nationally protected landscapes. This programme is called the Visual Impact Provision (VIP). The money can only be spent on existing lines through areas of outstanding natural beauty (AONBs) and National Parks in England and Wales and National Parks and National Scenic

Areas in Scotland. For National Grid, as the transmission owner in England and Wales, this covers 571km of overhead line which is around seven per cent of the network. The project is being led by National Grid and they are being advised by some of the UK's leading landscape experts. National Grid is working in close collaboration with national stakeholders representing the wider interests of the landscape and environment. For the VIP project to succeed, it is vital that stakeholders play a central role in helping to identify those areas and lines which would benefit most from expenditure under the Visual Impact Provision



Impressions from the workshop



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8



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Agenda

10:00 Welcome by **Roseanne Thomas**, External Affairs & Regional Engagement Manager National Grid; **Antonella Battaglini**, CEO the Renewables Grid Initiative

10:20 Understanding and overcoming the NIMBY (Not In My Back Yard) problem -
Keynote by [Patrick Devine-Wright](#), Professor in Human Geography at the University of Exeter

10:40 Good practice "**speed dating**" - share your story in 4 minutes

The purpose of the speed-dating format is to provide you with the opportunity to exchange your good practice experiences and ideas in a quick and comprehensive manner. Each meeting involved two people and lasted for four minutes.

12:10 Good practice "**pitches**"

At the info market, various contributors presented their specific good practice examples at their respective stands. In order to give background on the practices context and content, 3 minute pitches were held in this agenda slot. With the support of visual material the challenges, underlying idea and most interesting facts about the practice were addressed.

- UK's Advisory Group on electro and magnetic fields (SAGE) – John Swanson, National Grid
- Sofa sessions of the Plymouth City Council: new consultation techniques – Hannah Sloggett, Plymouth City Council
- National Grid "natural grid programme": how to enhance ecosystems with the help of grid assets – Ian Glover, National Grid
- National Grid "VIP treatment project": identifying, dismantling and burying the ugliest pylons of England and Wales – Hector Pearson, National Grid
- EirGrid's new consultation process: new approaches towards tourism, agriculture and community compensation schemes – William Mongey, EirGrid

- National Grid's new approach towards stakeholder engagement for offshore grids – Phil Pryor, National Grid
- National Grid's stakeholder academy: an internal training programme for stakeholder engagement processes – Jo Hussey, National Grid

13:00 Networking lunch

14:00 Good practice "**info market**" - learn more about the above-mentioned examples in a marketplace setting

Following the pitches and lunch, an info market was arranged. There were seven marketplace stalls at which according experts provided content on the above mentioned topics with various materials.

16:00 **Panel discussion** and announcing the most popular info market stall

Guiding question for the discussion was:

- *Are new compensation instruments introduced in some countries a means to increase the support for grid development projects?*



Participants

First Name	Surname	Company / Organisation
Philip	Armstrong	National Grid
Guido	Axmann	Think-Do-Tank THEMA1 / RGI
Antonella	Battaglini	Renewables Grid Initiative
Anja Corinne	Baukloh	Lab. Forma Mentis / PIN Prato / Florence University
Daisy	Benson	Scottish and Southern Energy Power Distribution
Barbara	Bilancioni	Legambiente
Jasper	Bouverie	Funder Films
Edward	Brady	Siemens
Lena	Buck	Renewables Grid Initiative
Catherine	Cacace	Scottish Government
Tawanda	Chitifa	SSE Power Distribution
George	Cobb	Scottish Hydro Electric Transmission
Des	Cox	EirGrid
Fernando	Crespo	Red Eléctrica de España
Alison	Dean	SSEPD
Patrick	Devine-Wright	University of Exeter
Brian	Endahl	BYSTRUP
Maeve	Flynn	EirGrid
Stephane	Gaborit	RTE
Ian	Glover	National Grid
Rotraud	Haenlein	Germanwatch
Kate	Harrison	Harrison Grant
Richard	Hartshorn	Scottish and Southern Energy Power Distribution
Paul	Hawker	Department of Energy and Climate Change
Vibeke	Horlyck	Energienet.dk
Jo	Hussey	National Grid
Merlin	Jackson	Thanet Fishermen's association
Sean	Kenny	EirGrid

Heike	Kerber	Forum Netztechnik / Netzbetrieb im VDE
Nadejda	Komendantova	IIASA
Harriet	Lam	National Grid
Graham	Lamburn	Powerwatch
Sarah	Lee	RSPB
Antonio	Lucio-Villegas	Red Eléctrica de España
Dirk	Manthey	50Hertz
Chris	Mcintosh	Colo Datacentre Consulting
Ian	McKenna	National Grid
Jeroen	Mentens	Elia
Mindaugas	Mikalcius	Litgrid
Vivien	Molinengo	RTE
William	Mongey	EirGrid
Adel	Motawi	Terna Rete Italia
Magdalena	Muir	Coastal and Marine Union (EUCC)
Marta	Niepytalska	Renewables Grid Initiative
Frances	Pacitti	Scottish Government
Laetitia	Passot	RTE
Hector	Pearson	National Grid
Jennifer	Pemberton	National Grid
Chris	Plester	National Grid
Phil	Pryor	National Grid
Klemens	Reich	Austrian Power Grid
Fiorenza	Roghi	Terna Rete Italia
Alison	Rood	National Grid
Antina	Sander	Renewables Grid Initiative
Fabrizio	Scaramuzza	ENEL
Maurizio	Scaravaggi	TuNur
Eva-Maria	Schäffer	TenneT
Theresa	Schneider	Renewables Grid Initiative
Christoph	Schuh	Austrian Power Grid
Ivan	Scrase	The RSPB

Hannah	Sloggett	Plymouth City Council
Marius	Strecker	TenneT
John	Swanson	National Grid
Roseanne	Thomas	National Grid
Sonya	Twohig	EirGrid
John	Tyler	National Grid
Jessica	Vaughan	Plymouth City Council
Thomas	Wagner	TenneT
Angharad	Williams	National Grid
Valérie	Xhonneux	IEW
Age	Yska	Gasunie

