

The Stakeholder Challenge

2019/20 Annual Report from the
Stakeholder Advisory Panel



Scottish & Southern
Electricity Networks

About Scottish and Southern Electricity Networks

SSEN is part of Scottish and Southern Energy plc (SSE), a UK-listed company that operates across the energy sector and whose activities and investments contribute around £9bn to the UK economy every year. We are Fair Tax Mark and Living Wage accredited, showing our commitment to pay the right level of tax at the right time and to ensure fair pay through our supply chain.

SSEN operates across two licenced electricity distribution network areas, Scottish Hydro Electric Power Distribution (SHEPD) and Southern Electric Power Distribution (SEPD), operating and investing in an essential part of the UK's electricity system, delivering power to over 3.8m homes and businesses. Our core purpose is to deliver electricity that powers communities in a safe and reliable way. This is achieved through responsible stewardship of our networks, helping to keep the lights on and investing efficiently in new and existing network infrastructure for the benefit of our customers. Our vision is to play a leading role in enabling the transition to a low carbon world that delivers for all customers. Our foundation as a progressive, innovative and customer-focused organisation will help us be at the forefront of this transition, helping to support delivery of the UK's net zero emission targets.

About the Stakeholder Advisory Panel

The Stakeholder Advisory Panel has completed its third year advising SSEN since being established in early 2017. Its formation was in recognition of the strategic significance of developing an electricity network business with the public interest at its heart. The Panel provides challenge on a wide range of topics including the effectiveness of SSEN's approach to meeting the commitments set out in the Electricity Distribution and Electricity Transmission business plans ('RIIO ED1' and 'RIIO T1') and the development of future plans under RIIO 2 ('RIIO ED2' and 'RIIO T2'). The Panel challenges SSEN on business strategy helping to ensure the voices of stakeholders and consumers are heard and acted upon.



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Purpose of the report

This is the third annual report since the Panel was created and its purpose is twofold:

- Firstly, to provide a summary to SSEN's business leaders of the issues considered and the advice given, which in turn helps to support further scrutiny and accountability; and,
- Secondly to be open about the deliberations of the Panel, for the benefit of SSEN's customers and stakeholders to outline the pertinent issues and decisions in 2019/20

The Panel consists of an independent Chairperson, five panel members and a non-executive member of SSEPD board. Details of the current membership is outlined at the end of this document. The secretariat function is provided by SSEN.

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Mike Petter, Chair

Chair's Foreword

Welcome to the annual report of the SSEN Stakeholder Advisory Panel for the year 2019-2020. The Panel was set up in Spring 2017 and over this time an effective relationship between the Panel and the business has been forged. This is my second year as the Independent Chair, and I along with the other members of the Panel are diligent in preserving our independence from the organisation whilst benefitting from open, frank and candid conversations and debates with the senior management team.

This year has seen some changes in the panel membership. Norrie Kerr retired in February at the end of his three-year term. Norrie's contribution to the panel discussions has been invaluable and his knowledge of the sector combined with his passion for supporting the most vulnerable in society

has added substance to the panel's advice to the organisation. We are pleased that a recruitment process in February enabled the appointment of Helen Froud to the panel. Whilst bringing a different skill set to the group Helen will also be able to continue this advocacy for the most vulnerable customers and stakeholders. Tamar Bourne has taken a secondment from the Panel in order to join the Customer Engagement Group to support the RIIO ED2 business planning process. This allows the Panel to have a close but distinct relationship with the Customer Engagement Group ensuring that Customer and Stakeholder input is as broad and representative as possible. A recruitment exercise for new members will continue.

This has been an interesting year with three major issues dominating our deliberations:

- The Panel has had regular dialogue with the Transmission Business as they developed the Business Plan for RIIO T2. The Panel's input complemented the work undertaken with the RIIO T2 User Group, providing feedback and views from a wider stakeholder perspective, not least a perspective of the GB consumer.
- The transition from a Distribution Network Operator to a Distribution System Operator (DSO) has engaged the panel in debate and discussion throughout the year, the Panel have consistently emphasised the need to ensure that any model developed is beneficial to the wider communities in society and not just more affluent groups. The Panel has focussed on the social value and public interest viewpoint with regards to the development of the DSO.
- The final issue that dominated almost all debate is the imperative to create a net zero electricity system. Achieving net zero in an affordable way with no compromise on reliability is the grand challenge facing SSEN and the electricity system as a whole. Stakeholder perspectives in this are broad and complex.

Our discussions always include an update from the Managing Director or one of the other Board Directors. The Panel has had a wide ranging and in-depth conversation with the regulator during the year and been able to present and debate with the SSEPD board in October. This pattern of working is proving to be effective and it is hoped that the regulator meeting will become a permanent fixture in the Panel's calendar.

As mentioned earlier the Panel is now well established and mature in its deliberations and contribution. I am sure that it will go from strength to strength and continue to provide challenge and debate to the SSEN. I trust that you will find this annual report of interest.

Mike Petter, Chair





How the Panel Works

Panel Development

Now in its third year of term, the Panel has completed a full year led by an Independent Chair with continued support from the SSEPD board providing a Panel member, a key link which has enabled the relationship between the Panel and board to deepen.

During 2019/20, the formal links between the Panel and the SSEN RIIO T2 User Group continued with the development of the business plan and were established with the RIIO ED2 Customer Engagement Group. A member of the Panel sat on the RIIO T2 User Group, and another member has been seconded to the RIIO ED2 Customer Engagement Group. This includes direct communication between the Chairs enabling issues faced across the overall networks business to be shared across engagement methods where relevant.

A refreshed approach to supporting the SSEPD Board was developed in 2019/20 with the introduction of short considerations letters on key topics being shared with the board to consider alongside business presentations. Furthermore, the Panel in its entirety continue to meet the Board formally once a year, to present its Annual Report.

Panel Business

To ensure the members are kept abreast of business strategy and performance, the leadership team have presented a business update at every SAP meeting focussing on four key themes: Safety, People, Strategy and Delivery.

The Panel appreciate the level of support from the senior leadership team and understands without access to the most senior people, the impact and influence of the stakeholder voice would be much diminished. Colin Nicol, Managing Director of Scottish and Southern Electricity Networks was present at three of four sessions in 19/20. Further members of the leadership teams regularly attend too.

In planning the agendas for each meeting, topics for discussion are identified at each meeting. These items are fed into the meeting schedule for the year, ensuring that the most salient issues are discussed. Each agenda is set by the Chair alongside the Secretariat.

Within the SSEN three-tier approach to stakeholder engagement (Strategic, Organisational and Operational) the Panel correlates to the strategic level of engagement. Whilst not directly involved in all engagement at an operational and organisational level, the Panel are kept informed about these activities and outcomes.



Key Issues

SSEN

Putting the Public Interest first

Whilst the energy sector continues to transform into a greener low-carbon industry, the public debate about the balance between affordability, reliability and achieving net zero continues at the same time as a public debate about the role of the state in energy provisions. This discussion has remained at the forefront of Panel business, with a strong view that SSEN must demonstrate and proactively communicate the ways in which the business operates to deliver in the widest possible public interest. The Panel urged SSEN to keep pace with the generation that needs to be developed to support decarbonisation noting that within the regulated network there is a need to be neutral in connections and cannot give preference to greener connections. As the political debate has unfolded the Panel have advised the business to ensure that they communicate their positive actions effectively, capitalising upon public interest topics such as climate change where SSEN plays an unquestionable positive role. The Panel has consistently been firm in recommending to SSEN to play a leading role in the industry in this respect.

Communicating to Customers and Stakeholders

The Panel has repeatedly challenged SSEN to review the way they communicate their key messages externally to demonstrate the positive impact to society and celebrate successes. The Panel strongly felt that overall that this strategy needed to be brought together to ensure that it is reflective of all customer and stakeholder groups with an overarching holistic message. SSEN has taken this challenge and is currently developing a Strategic Messaging Framework with the support of an external creative agency. The Panel have been kept informed



with the developments and have provided challenge throughout the development of the narrative on key elements including target audiences, key themes and overall language and tone. The Panel have strongly advised SSEN to ensure that the language used is meaningful and will resonate with customers and stakeholders. The Panel strongly felt that the messaging should focus on highlighting the positive impact that SSEN has on society and not solely describe what SSEN does.

Decarbonising the GB electricity system

The Panel have engaged in lengthy discussions with SSEN regarding how the business is responding to the immediate need to decarbonise the GB electricity system. The Panel understand that SSEN operates under regulations that require them to be agnostic in what is to be connected and cannot give preference to greener and cleaner connections however encourage the business to consider how they could

influence change in this regulatory policy to positively support decarbonisation. The challenge is becoming ever more complex as it develops. The Panel believe that SSEN have an opportunity to make this relevant to all elements of society and urge SSEN to take a leadership position in this regard.

Ofgem – Future Energy Policy

The Panel met with Ofgem to deepen their knowledge on future energy policy and specifically discuss enhanced engagement, incentives and innovation, and collaboration vs competition within incentive regimes. With the drive towards net zero a key thread throughout all Panel business this year, this led to a discussion about the role networks can play to support the climate change challenge noting that no preference can currently be given to low carbon technologies. It was explained that Ofgem's position is generation neutral and any changes would be led by legislative changes.



Key Issues Transmission

RIIO T2

The Panel have been consulted on all elements of the T2 business plan. The Panel have challenged the business with how the plan is communicated and robustly challenged the business on the goals set across all elements of the plan including Network Reliability, Impact of Electrification, Supporting Vulnerable Consumers, Approach to Stakeholder engagement and Costs. A key challenge for the business was to ensure that where goals stated could be negatively impacted by natural disasters/acts of god that this should be made clear that achieving the goal may not always be in the business' control, incorporating this narrative clearly into the external communications.

When communicating the financial aspects of the business plan, the Panel highlighted the importance of ensuring it is clear how much is being delivered for the quoted costs ensuring the reader understands the value being delivered.

Stakeholder Engagement Strategy consultation

The Panel have regularly consulted on the development of the Transmission business' refreshed stakeholder engagement strategy. The Panel advised that measuring the success of the new strategy is key, acknowledging that results will be seen over a long-term period.

A key part of the business' strategy includes a culture change programme aims to build on the strengths of current best practice and identifying ambassadors to profile the good work that is being conducted. The Panel highlighted that it is important review the skillset and roles of current employees and ensure that the expectations of stakeholder engagement is relevant and appropriate for their roles.



The Panel challenged the business to consider their measures of success for stakeholder engagement and welcomed the business' exercise to embed stakeholder engagement across the business. SHE Transmission were also challenged to consider how engagements with stakeholders could be weighted based on the quality of the responses. Overall, the Panel emphasized the importance of ensuring that the business balances the needs of different stakeholder groups and makes changes based on the engagement activities conducted.

Supporting Communities: Meeting the Needs of vulnerable Consumers

The business sought views from the Panel on how they can meet the needs of vulnerable consumers.

This extension of the business' sustainability strategy (which the Panel also supported) published earlier in the year, has been a direct result of feedback from a range of stakeholders. The Panel agreed that at a Transmission level, the business must ensure that they understand where there are vulnerable and disadvantaged communities and take steps to positively impact these communities where possible and at a minimum ensuring no negative impact. The Panel highlighted that the island communities will have differing needs to more urban communities which need to be accounted for within the plan. Overall, the Panel were clear that it is important to define the Transmission business' role in supporting vulnerable consumers, clearly distinguishing this from the role of distribution and supply companies.



Key Issues

Distribution Performance

Half way through the ED1 price control, the Panel were updated on performance across key elements of the business plan noting that SSEN were on track to deliver the outputs committed to stakeholders and the regulator. Customer Service and Social Obligations were discussed in depth with a specific focus on the difference in performance across license areas.

Looking to the future, the Panel suggested that it could be beneficial to have two distinct business plans for each license area which include steps to balance out service levels and contain specific measures reflective of the regional differences.

Distribution System Operator Strategy

The Panel have discussed the transition to DSO at every Panel meeting this year, highlighting its importance to the business and putting stakeholders at the heart of developments and decisions. The Panel are particularly interested in this topic, consistently challenging SSEN to ensure that no one is left behind in the transition and promoting inclusive access to systems. The Panel have challenged SSEN to ensure that the journey to net zero should be at the forefront of decision making with communications about the transition providing context for customers and stakeholders.

The Panel discussed the electrification of transport & heat with the business, specifically focussing on the impact of each for vulnerable consumers identifying heat as the more predominant issue for this segment. However, it was noted that electric vehicles are impending and will arrive quicker so urgent attention is required to ensure the network is ready to support the key change in national infrastructure. The Panel challenged the business to consider the public interest against all decisions and requirements for the transition to DSO.

Customer Service

How SSEN serve customers is a consistent discussion topic for the Panel, this year the business provided an update on the strategic progress, refreshed aims, objectives and focus areas. The guiding principles were established with the RIIO ED1 business plan which have been realised and moved into a set of expectations that are required to deliver customer service. The Panel provided SSEN with feedback across all parts of the customer service strategy, with the most poignant reflection being the need to ensure that SSENs customer service strategy must be aligned with the overarching strategic narrative (see SSEN issues for more information) applicable to all customers and stakeholders. The Panel also highlighted that SSEN must do more to plan for future consumers.

Stakeholder Engagement and Consumer Vulnerability

As key stakeholders, the Panel receive an annual update on the business' performance against the Stakeholder Engagement and Consumer Vulnerability (SECV) incentive. The Panel noted that SSEN's score deteriorated for the 18/19 financial year and supported SSENs approach to seek external counsel on their approach to identify improvement areas and best practice. The business commissioned SIA partners to review stakeholder engagement within Distribution, a summary of which was presented to the Panel. The Panel endorsed the recommendations and urged the business to take this opportunity and deliver for the rest of ED1 and ED2 going forward. The Panel noted that Stakeholder Engagement has come a long way since the start of the Panel but there is still a way to go.

Communicating the benefits of initiatives undertaken by SSEN has been discussed regularly at the Panel. The Panel recognised the improvements made by SSEN to build on their collaborative Willingness to Pay research (conducted with all DNOs) by also introducing Social Return on Investment research to quantify the wider social benefits of initiatives.

Connections

The Panel were brought up to date on progress from a number of long-term challenges posed to the connections business in 2017. The Panel acknowledge that the business has made significant improvements in this time, notably the restructure of the business to fall under one directorate ensuring end to end customer journey can be managed more effectively.

Supporting Customers in Vulnerable Situations

Since established, the Panel have been involved in the ongoing development of SSENs consumer vulnerability strategy and were provided with an update on progress and next steps. The Panel applauded SSENs progress in this area, advising that more collaboration and partnership working will be required in the future. As with all initiatives, the Panel believe that SSEN need to continue invest in measuring the social return on investment in this area allowing the business to demonstrate the scale and impact of their support for customers. The Panel supported the business by suggesting future partnership options and additional ways to communicate the support available to harder to reach customers.

RIIO ED2

RIIO ED2 has been discussed at every Panel meeting allowing an ongoing dialogue and continuous input as the business planning process progresses. The Panel supported SSEN by sharing their experiences and lessons learned to benefit the development of the Customer Engagement Group. The business' approach to stakeholder engagement for the business plan has been discussed at length. The Panel have challenged SSEN to ensure they are mindful of not leaving anybody behind ensuring that views gathered are representative of a wide customer base including future consumers, and to review the approach to engaging with higher tier councils to ensuring that views are captured at policy level.

Looking to the Future

The annual report is based on two key components:

- The documented discussion and challenges from the Panel throughout the year and;
- The collective response of the Panel to a survey of questions posed by SSEN.

Annual Report Survey Questions:

- How open have SSEN been to receiving feedback, suggestions and ideas?
- What do you think are the biggest achievements of the Advisory Panel in 19/20?
- How do you think SSEN is performing in relation to its business plan - Distribution?
- How do you think SSEN is performing in relation to its business plan - Transmission?
- How do you think SSEN is performing against overall Strategic Objectives?
- What are your views to SSENs overall approach to stakeholder engagement?
- What actions can be taken to ensure that SSEN gets the most relevant insight and challenge from the SAP and Customer Engagement Group?
- Going forward, what do you think are the biggest challenges facing SSEN?
- Going forward, what are your recommended focus areas for SSEN?
- Please share anything else you'd like included in the report

Recommendations from the Panel

The following section outlines the Panels collective response to the survey.

How open have SSEN been to receiving feedback, suggestions and ideas?

The Panel agree that SSEN is open and transparent, willing to debate key issues and ultimately receptive to the feedback offered. All members of the SSEN team that we have engaged with as a Panel, from senior directors down through management, have been clear in their asks, open with the information and ideas they have shared and have taken our feedback on board constructively. The feedback loop is usually completed too with feedback back to the Panel on how our input has been recognised and how it has influenced the work/subject under discussion, however at times there can be a gap between the initial positive reception and changes being implemented in the business.

What do you think are the biggest achievements of the Panel in 19/20?

The Panel's relationship with the Board has been enhanced, enabling open exchanges and feedback on specific topics the Board are seeking counsel on, examples include the development of the DSO and Customer Service Strategy.

The Panel have continued to help enhance and elevate the importance of Stakeholder Engagement within SSEN as a key ingredient to successful planning and decision making. The Panel have helped shape the development of new stakeholder strategies, actions plans and have noted visible improvements since structural changes have been made, deliver improved Stakeholder Engagement in SSEN.

A significant contribution to the planning for RIIO T2 has been made by the Panel over the course of the year, with RIIO ED2 also becoming a prominent conversation. Overall, the Panel have encouraged the business to ensure the energy transition (relevant across all future business plans) does not leave anybody behind and have particularly championed vulnerable customer groups.

How do you think SSEN is performing in relation to its business plan - Distribution?

The regular updates from senior managers and

directors indicate that the company is performing well to its current business plan with most KPIs succeeded or on track, noting that performance in the North is ahead of the South. Whilst the Panel are kept abreast on progress against priorities, there is agreement that there would be benefits to more regular detailed sessions assessing the business plan performance. The Panel feel that the business needs to work on agility and proactively horizon scan, recent events (e.g. Covid 19) have demonstrated the negative impact an increasingly unpredictable environment can have. That said, the Panel are reassured that the business is focussing heavily on a route map to achieve Net Zero and the consequences the transition to DSO and adoption of Electric Vehicles will have on the network.

How do you think SSEN is performing in relation to its business plan - Transmission?

Much of the work of the Panel has been focussed on the RIIO T2 business plan however have been kept abreast of performance against the RIIO T1 business plan. The Panel agree that key areas of performance across Health & Safety, Network Reliability, Operating Model, Project Delivery and Generation Connected were all positive. Looking forward to RIIO T2 the Panel believe the business has an ambitious plan and has enjoyed supporting through debate and challenge throughout its development.

How do you think SSEN is performing against overall Strategic Objectives?

The Panel welcome regular updates from the Managing Director and other senior directors across the business and note good progress against all KPIs discussed. The Panel agree that SSEN must stay agile as the world becomes more uncertain, making regular assessments of how this impacts operations and future strategy. The Panel do however think that the business could present their strategic objectives more clearly and succinctly, bringing all respective strategies (e.g. DSO, Customer Service) together.

What are your views to SSENs overall approach to stakeholder engagement?

The Panel have seen a growing aspiration by SSEN to improve their approach to stakeholder engagement seeking out best practice and deploying enhanced governance and processes to deliver this. There has been a distinct movement in the approach to stakeholder engagement from what could have been considered an activity within the organisation to more of a culture, the business needs to focus on continuing to embed this. The Panel acknowledge the need for the Distribution and Transmission businesses to have different strategies due to the different make up of their communities and stakeholder groups and have overall seen good improvements. The challenge to the business remains the engagement with stakeholders of the future and getting a good representation from younger generations.

What actions can be taken to ensure that SSEN gets the most relevant insight and challenge from the SAP and Customer Engagement Group?

The Panel should be consulted on a formal basis to review the stakeholder engagement strategies and plans, providing feedback that SSEN can act upon. The Panel are also valued as independent voices in stakeholder engagement Audits and Health Checks.

It is important to be clear about the roles of the Stakeholder Advisory Panel and the Customer Engagement Group so that business is clear on what types of issues to bring to each, minimising any overlaps and ensuring as clear focus for each group. It would also be beneficial for both groups to have sight of agenda items and outputs from the respective groups.

The level of diversity across both groups is low, where you cannot recruit it is important to seek different perspectives from representative organisations.

Going forward, what do you think are the biggest challenges facing SSEN?

Immediately, the business will be facing challenges related to the Covid-19 pandemic including increased demand and fluctuations on the network, workplace health and safety and new working practices to adapt to the changing restrictions. The business will also need to finely balance delivery and investment plans with anticipated customer demand as the economy recovers.

The business will need to focus on the delivery of decarbonisation to deliver 'net zero'. The Panel believe the business have an opportunity to make this relevant to all elements of society and recommend that SSEN gain clarity and support from local government on local area energy planning to allow for strategic investment planning.

The Panel urge SSEN to embed a customer centric approach in everything it does, particularly in the development of the DSO, ensuring that no customers are left behind.

Going forward, what are your recommended focus areas for SSEN?

Key deliverables include creating a clear, well evidenced business plan for RIIO ED2 that has wide stakeholder support and preparing to deliver the RIIO T2 business plan. SSEN must continue to work to embed stakeholder engagement as a culture from the top down throughout the organisation to emulate the success of the Safety culture within the business. It is also important for SSEN to identify and empower the voice of the future customer through targeted engagement. Finally, the business needs to continue to demonstrate publicly that the investments deployed, and services delivered are in the public interest, acting as a responsible socially and environmentally aware business.



Panel Biographies

SSEN paid a total of £29,630 in fees, travel and expenses for the services of the Stakeholder Advisory Panel in 2019/20.



Mike Petter, Chairperson

Mike, a Chartered Civil Engineer by profession, is a monitor, and former Director, of the Considerate Constructors Scheme and Managing Director of a construction management consultancy business. Mike is also Deputy Chair of The Guinness Partnership Ltd, a national housing association with over 66,000 properties. He is a non-executive Director at the House of Commons chairing a Construction Safety Assurance Panel for Strategic Estates and is also a member of the Parliamentary Safety Assurance Board. Mike has held executive and non-executive board positions within construction and healthcare organisations.



Tamar Bourne, Panel Member (now seconded to RIIO ED2 Customer Engagement Group)

Tamar is a senior manager in Regen, a not for profit organisation which champions new ways of generating, supplying and using energy. Tamar leads Regen's work on smart grids and innovative local supply models and works closely with DNOs in developing and delivering innovative projects. Tamar also chaired the community subgroup of the government's Smart Grid Forum.



Douglas McAdam, Panel Member

Doug has his own business and is active in the consultancy, deer management and tourism sector. He is also a Non-Executive Director of several Boards, private and public, including Cairngorms National Park Authority, Wild Scotland which he Chairs and Countryside Learning Scotland. Previously Doug was CEO of Scottish Land & Estates for over ten years where he represented landowners and rural business across Scotland. Prior to that Doug worked in the commercial sector in UK utilities with Thames Water and internationally in the aviation sector with Cathay Pacific Airways.



Verity Murrricane, Panel Member

Verity is the Founder, Trustee and Co-Chair of Eight Bells for Mental Health, a charity supporting mental health service users. Verity's experience includes nonexecutive roles with Sovereign Housing Association and Berkshire Healthcare Foundation Trust, a member of Thames Valley Police complaints and integrity ethics panel and is an Independent standards assessor for Basingstoke and Deane council. Verity herself has experienced life as a disabled consumer on a low income and brings to the Panel real life experience of the vulnerability such factors can cause.



Norman Kerr, Panel Member (Retired from Panel February 2020)

As Director of Energy Action Scotland, Norrie works with several energy organisations to influence decisions such that they help tackle fuel poverty. Norrie was awarded an OBE in the Queen's Birthday Honors list 2016 for services to the Children's Hearing System in Scotland and for voluntary and charitable work in Glasgow.



Ian Hoult, Panel Member

Ian is Head of Emergency Planning and Resilience for Hampshire County Council, a position he has held since 1999. Ian was Honorary General Secretary of the Emergency Planning Society for ten years and for 2 years was Chairman of that organisation. For the past 10 years Ian has been an Emergency Planning Advisor to the Local Government Association.



Rachel McEwen, Panel Member (SSE)

Rachel is Chief Sustainability Officer for SSE. Rachel works with SSE's businesses to identify and articulate SSE's social, economic and environmental impacts. Areas of responsibility include SSE's corporate social responsibility programmes and stakeholder and media communications for its wholesale businesses. Rachel is also a Non-Executive Director of SSEPD.

Meeting Schedule	Mike Petter	Rachel McEwen	Ian Hoult	Verity Murrricane	Norman Kerr	Tamar Bourne	Douglas McAdam
15, 16 May	✓	✓	✓	✓	✓	✓	✓
12 June	✓	✓	✓	✓	✓	✓	✓
21, 22 August	✓	✓	✓	✓	✓	✓	✓
26 September SSEPD Board Presentation	✓	✓	✓	✓			✓
13, 14 November	✓	✓	✓	✓	✓	✓	✓
2 March	✓	✓		✓	✓		✓



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