



# Connections Reform

Appendix 1 – Stakeholder Engagement

June 2023

# Introduction

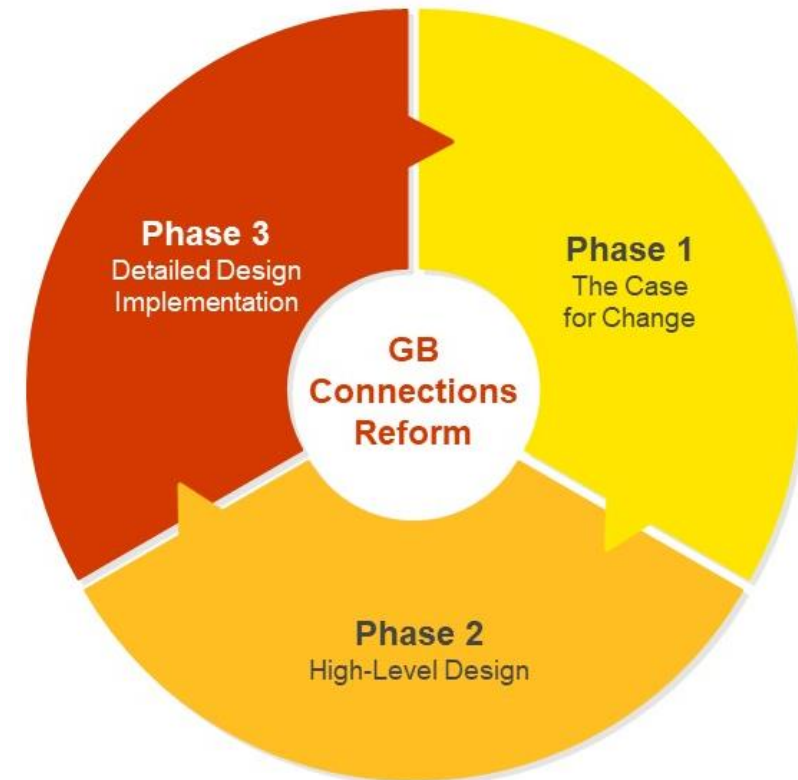
In January 2023 ESO started phase 2 of the Connections Reform project. During phase 1 – The Case for Change we engaged with 85 stakeholders over 13 workshops to identify pain points for stakeholder with the current connection process.

Our stakeholder approach for phase 2 has built on the work we did in phase 1, taking those pain points and exploring them more in depth with industry experts to identify potential solutions and prioritise them.

Our stakeholder strategy has been driven by the needs of industry and the end consumer and we have continuously engaged with the wider energy sector to collaboratively pull together the recommendations we are now consulting on.

The objectives of our engagement were to:

- Ensure all stakeholder groups are actively engaged through regular updates;
- Involve all parties at the right levels;
- Integrate communications - look for opportunities to deliver communications aligned to other connections changes;
- Track and monitor engagement, continuously improve its delivery; and
- Provide opportunities for feedback and interaction in all sessions.



# Engagement

Throughout phase 2 of the project we used a number of engagement approaches and communication channels to ensure a wide reach of our messaging. Below you can see some headlines on how we engaged stakeholders during this phase across multiple platforms. In addition to this we have also created dedicated [webpages](#) and spoken at various industry events.



## Online Design Workshops

We invited industry to attend a series of 8 workshops identifying issues and solutions



## Steering Group meetings

Our steering group members attended 6 sessions to discuss proposed ideas and prioritise them



## Newsletters

We sent out 10 newsletters to over 800 subscribers via our Connections Reform and Plugged In newsletters



## Delivery Partners Executive Group

Our senior delivery partners attended 4 sessions to support determining the feasibility of our proposals



## Webinars

We used webinars to communicate updates on progress throughout phase 1 and 2



## Bilateral meetings

We took time to hold one to one meetings with our stakeholders to get their views

# Forms of Communication

Communication Type	Date	Topic	Industry Participants
Newsletter	28 Oct 22	Invite to reform workshops – Phase 1	212
Newsletter	21 Nov 22	Invite to case for change events	235
Newsletter	24 Nov 22	Rail Strike impact on events	248
Newsletter	8 Dec 22	Case for Change launch	271
Event	12 Dec 22	Case for Change launch - London	35
Webinar	13 Dec 22	Case for Change launch - Glasgow replacement due to impact of weather and rail strike	45
Newsletter	19 Dec 22	Stakeholder group invite	274
Newsletter	5 Jan 23	Webinar and stakeholder group invite	287
Webinar	10 Jan 23	Case for Change – Walk through	84
Newsletter	1 Feb 23	Design Workshop invite	347
Newsletter	10 Feb 23	Group membership and timeline announcement	390
Newsletter	13 Mar 23	Website refresh, progress update	403
Newsletter	25 Apr 23	Design Sprints Webinar Update	433
Webinar	4 May	Phase 2 progress update	233

# Design Sprints

We invited members of industry to attend our design sprints. These were facilitated workshops where we worked through pain points identified in phase 1 – The Case for Change with stakeholders to identify and prioritise solutions.

Date	Subject	Industry Participants
9 February 23	Design Sprint 3a	42
14 February 23	Design Sprint 3a	34
27 February 23	Design Sprint 1	24
28 February 23	Design Sprint 2	21
02 March 23	Design Sprint 1	22
03 March 23	Design Sprint 2	23
21 March 23	Design Sprint 3b	35
24 March 23	Design Sprint 3b	32

# Design Sprints Participants

The design sprints were attended by the following organisations.

**Design Sprint 1**

Options are collaboratively developed throughout the connections lifecycle

**Design Sprint 3a**

A simple, transparent & coordinated approach to connections (Part 1)

**Design Sprint 2**

Rapid connections progressed on their merits

**Design Sprint 3b**

A simple, transparent & coordinated approach to connections (Part 2)

# Stakeholder Segmentation

As part of the Case for Change for connections reform (developed as the output of phase 1 and available on our website), we segmented stakeholders into the categories shown in the extract below.

We used existing data and insights into connectees and the Connections Journey to identify an initial set of Connectee Segments and lenses, which we then tested with ESO colleagues and during external workshops.

Connectee Segmentation for Connections Reform				
No	Lens	Segment	Description	Examples
1	Connectee Type	<b>Direct connected demand</b>	Very large (i.e., there will be less than 100 in UK) consumers of energy connected to the transmission network. Also includes licenced distribution networks	Steelworks, chemical works, rail infrastructure, refineries etc. Also includes data centres and, in future, hydrogen electrolyzers
2	Connectee Type	<b>Distribution (Embedded) connected demand</b>	All other consumers of energy connected to the distribution network (i.e., those not under first segment)	Offices, houses, estate agents, chip shops, pubs, factories, warehouses, etc.
3	Connectee Type	<b>Distribution (Embedded) connected generation</b>	(Typically, smaller) producers of energy to the distribution network	Domestic, rooftop, solar etc. (limit dependent on how much capacity for generation the distribution has)
4	Connectee Type	<b>Onshore generators</b>	Producers of energy to the onshore transmission network	Larger generators – e.g., large windfarms, CCGT, nuclear
5	Connectee Type	<b>Offshore generation and interconnectors</b>	Producers of energy to: a. The offshore transmission network; or b. The GB transmission network from another international transmission network	Very large generators – e.g., Offshore windfarms
6	Connectee Type	<b>Pathfinders &amp; mixed use</b>	Sites that don't fit neatly in the above pots	Commercially developed transmission systems, specialist pieces of transmission equipment / infrastructure (not TO owned)
7	Connectee Expertise	<b>Regular connectee</b>	A connectee that has been through the Connections Journey before	Could be any connectee
8	Connectee Expertise	<b>First time connectee</b>	A connectee that has not been through the Connections Journey	Could be any connectee

Customer lenses that we have explored, but which are not additive	
Tech Type	Licence Status
Conventional/Thermal	Licensed
Nuclear	Not licensed
Renewable	
Storage	

*Conclusion: 'Tech type' and 'Licence Status' are not additional lenses as they are covered by the 'Connectee Type' segments 1 to 8. We do not therefore recommend that they are used as customer segments on their own.*

Size	Geography
Large	Scotland
Medium or Small	England & Wales

*Conclusion: Segmenting according to the size of the connectee / connection is unnecessary as this lens is already covered by segments 3, 4, 5 and 6.*

*Conclusion: 'Geography' is not an additional lens. It may affect the experience of that journey – but it won't change the flow or steps of the journey itself.*

# Stakeholder Segmentation

---



These stakeholder segments were used during phase 2 to develop possible Target Model Options (TMOs). The impact of these TMOs on each stakeholder segment was then assessed to determine if any tailoring (e.g. via the addition of Target Model Add-ons – TMAs) of the TMOs would be required. This has fed in to our recommendations in chapter 7 and specific stakeholder segment considerations are discussed in chapter 8.



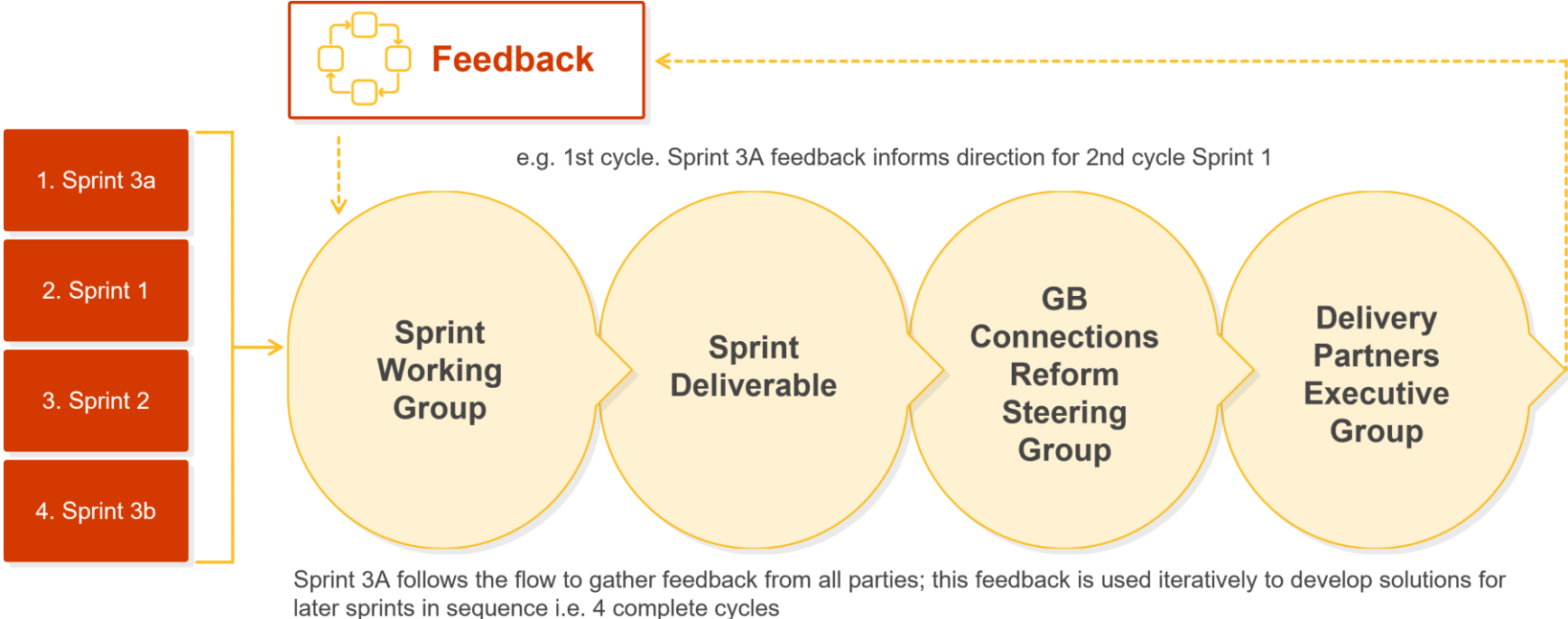
# Our Stakeholder Groups Explained

Our stakeholder approach has been driven by the needs of industry and consumers and we have continuously engaged with the wider energy sector to collaboratively pull together the recommendations within this consultation.

We recognise we are not always the experts and have worked hard to ensure we are reaching all parties that are impacted by the connections process, particularly as the outputs of connections reform could have a material impact on industry. As such and in order to ensure industry segments have a voice we have created and run:

- **Design Sprint Workgroups;**
- **Steering Group** with broad industry membership and independently chaired by Merlin Hyman, Chief Executive of Regen; and
- **Delivery Partners Executive Group (DPEG)**, chaired by Julian Leslie, Head of Networks and Chief Engineer from the ESO.

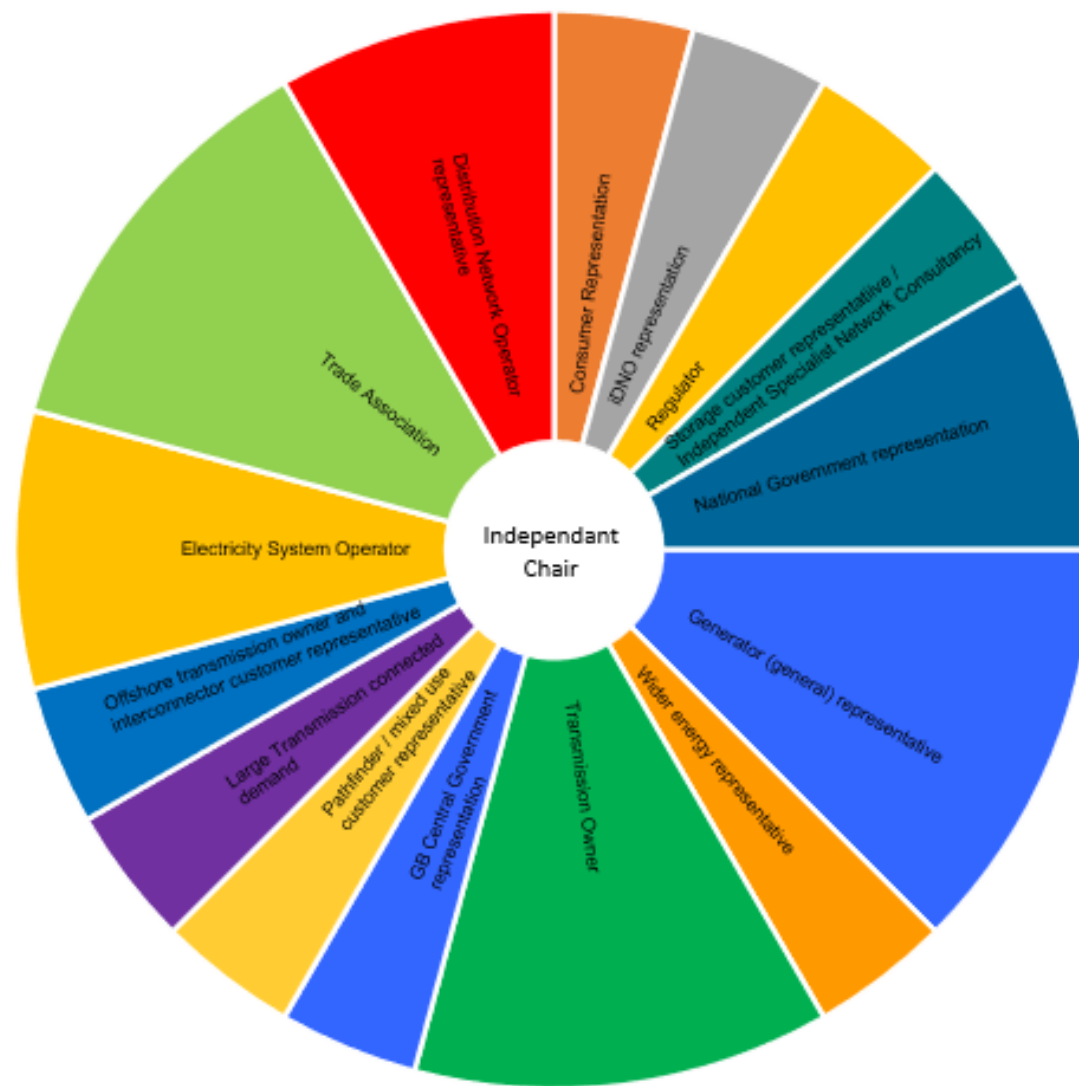
The output of each sprint was taken to both the Steering Group and the DPEG to seek their feedback, as illustrated in the figure below.



# GB Connections Reform Steering Group

The group met 6 times between February and May, the outputs of which can be found [here](#).

Steering Group	Date
1	16 February 2023
2	2 March 2023
3	16 March 2023
4	30 March 2023
5	27 April 2023
6	18 May 2023



# GB Connections Reform Steering Group Members

Membership of the GB Connections Reform Steering Group below and further details of the members are available on our [website](#).

Representative	Organisation	Sector
Merlin Hyman	Regen	Chair of Steering Group
Andy Manning	Citizens Advice	Consumer representation
James Dickson	Transmission Investment	Offshore transmission owner representative and interconnector customer representative
Arjan Geveke	Energy Intensive Users Group	Large Transmission connected demand
Amy Freund	Ofgem	Regulator
Jennifer Pride	Welsh Government	National government representation
Claire Jones	Scottish Government	National government representation
Gareth Hislop (then Lynne Bryceland)	Scottish Power Transmission	Transmission Owner
Neil Bennett	SSEN Transmission	Transmission Owner
John Twomey	National Grid Electricity Transmission	Transmission Owner
Paul Hawker	Department for Energy Security and Net Zero	UK government representation
Patrick Smart	RES Group & Renewables UK	Generator (general) & Trade Association representative
Garth Graham	SSE Generation	Generator (large) representative
Deborah MacPherson	ScottishPower Renewables	Generator (Scotland) representative

# GB Connections Reform Steering Group Members (Cont)

---

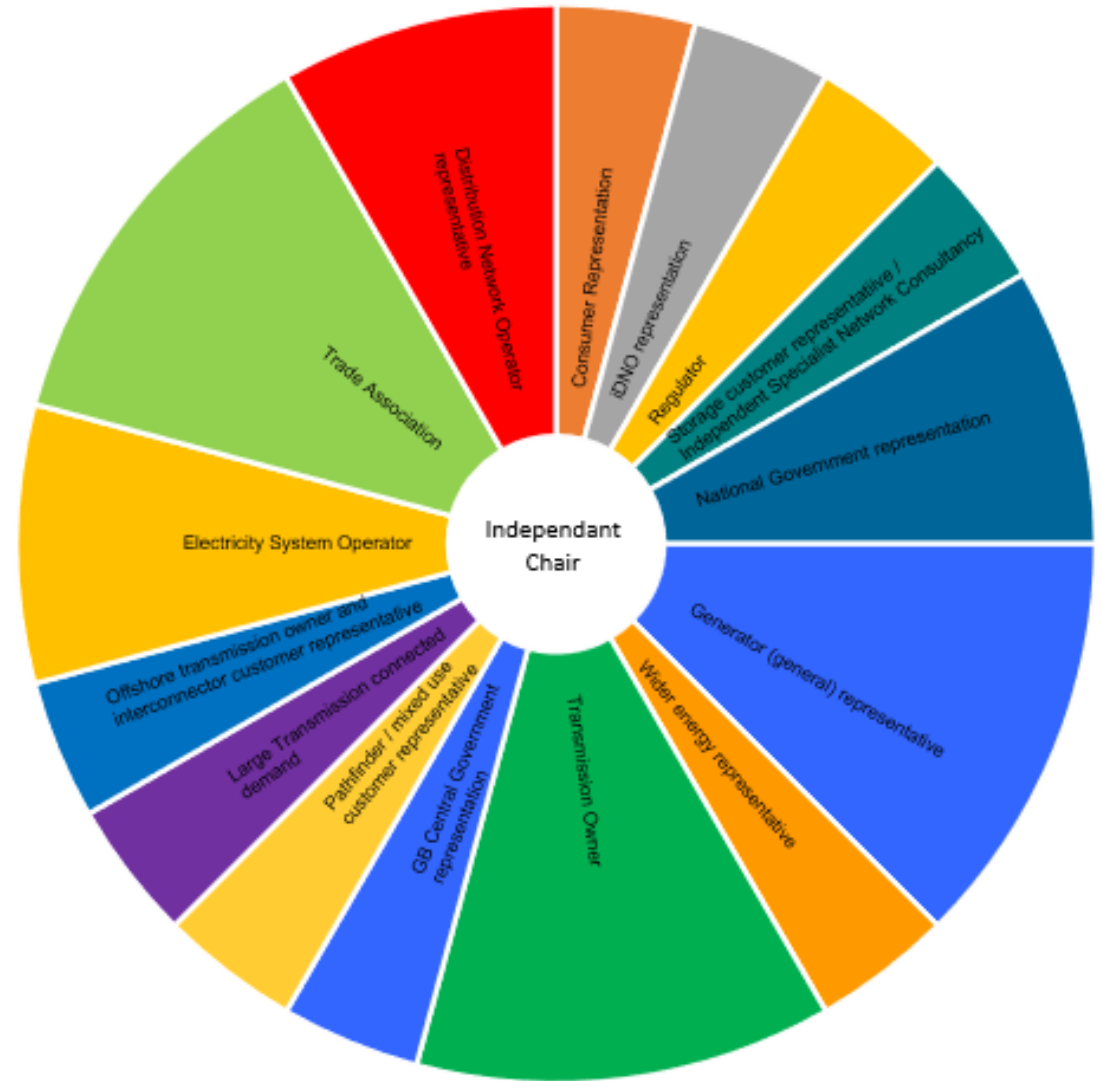
Representative	Organisation	Sector
Sally Boyd	PeakGen	Pathfinder / mixed use customer representative
Catherine Cleary	Roadnight Taylor	Storage customer representative / Independent Specialist Network Consultancy
Charles Wood	Energy UK	Wider energy representative
James Norman		
Su Neves e Brooks	ESO	Electricity System Operator
Michael Oxenham		
David Boyer	Energy Networks Association	Trade Association
Chris Friedler	The Association for Decentralised Energy	Trade Association
Gemma Grimes	Solar Energy UK	Trade Association
Ben Godfrey	National Grid Electricity Distribution	Distribution Network Operator representative
Sotiris Georgiopoulos	UK Power Networks	Distribution Network Operator representative
Spencer Thompson	Independent Networks Association	Independent Distribution Network Operator representation

---

# Delivery Partners Executive Group (DPEG)

The Delivery Partners Executive Group (DPEG) is comprised of organisations and representatives responsible for delivery of changes to regulatory, legal, industry and commercial frameworks as a result of the connections reform project.

DPEG Meeting	Date
1	9 March 2023
2	25 April 2023
3	9 May 2023
4	24 May 2023



# DPEG Members

Segment	Representative	Organisation
Chair	Julian Leslie	Electricity System Operator
System Operator	James Norman	Electricity System Operator
	Susana Neves e Brooks	
Transmission Owners	Roisin Quinn	National Grid Electricity Transmission
	Scott Mathieson	Scottish Power Transmission
	Christianna Logan	Scottish Hydro Electricity Transmission
Trade Associations	David Boyer	Electricity Networks Association
Industry Regulator	Jack Presley Abbott	Ofgem
UK Government	Paul van Heyningen	Department for Energy Security and Net Zero
	Dan Boorman	
National Government	Claire Jones	Scottish Government
	Jennifer Pride	Welsh Government
Distribution Network Operators	Andy Scott	Scottish and Southern Electricity Networks
	Mark Adolphus	UK Power Networks

# You said, we considered

During phase 1 of the project, we captured the main stages of the current connection journey and the pain points experienced by stakeholders during each of these stages. We used these pain points to help define the design objectives and design criteria (see appendix 2) to be used in phase 2 as well as to support creating the scope of the individual design sprints within phase 2 (see Chapter 2). This section provides a clear and concise summary of;

1. the feedback from phase 1;
2. where this was evidenced during phase 2;
3. what Target Model Options (TMOs) or Target Model Addons (TMAs) were suggested to help mitigate each pain point; and
4. Whether these TMO/TMAs are recommended.

## Solution notes key

No solution created

Solution not recommended be to progressed.

Solution recommended with evidenced feedback

Solution recommended but no feedback from phase 2

Not in scope



# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Scoping	This is not an 'official stage' in the Connections Customer Journey but it is a stage that the customer will go through in any Connection	1	Insufficient information available publicly at this stage to make informed decisions	Captured by the preapplication improvements (TMA A to C).	Sprint 1 Workshop 1 and 2	TOs making information available and keeping it up to date.
	<p><b>Questions:</b></p> <p>Will all customers do similar things at this stage, or will it vary?</p> <p>How much information is available to the customer?</p> <p>What channels do we use to serve up information to customers at this stage?</p>	2	The information provided is very complex / hard to understand	Captured by the preapplication improvements (TMA A & B).	See 1	TOs making information available and keeping it up to date. Training of relevant staff to explain the data.
	<p><b>Will involve:</b></p> <ul style="list-style-type: none"> <li>- Initial work undertaken by the customer to identify a project</li> <li>- A lot of information flowing from ESO to customer, NOT a dialogue</li> <li>- More about knowing what your options are / looking at those options against a macro lens</li> </ul> <p>(Amount of detail can vary dramatically from vague concept to definite project at specific location)</p>	3	Forms, templates and process codified, so difficult/slow to change. They're too complex	Captured by the preapplication improvements (TMA A & B).	See 1	TOs making information available and keeping up to date. Training of relevant staff to explain requirements.



# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Pre-Application	This is the first official stage in the as-is connections customer journey	4	Insufficient information available publicly at this stage to make informed decisions	Captured by the preapplication improvements (TMA A).	See 1	TOs making information available and keeping it up to date.
	Will involve: - Discussion between customer, ESO and TO (maybe DNO too) to shape the application - it's important that this is a dialogue - but what customers know at this stage about the connection may vary  (Amount of detail can vary dramatically from vague concept to definite project at specific location)	5	The information provided is very complex / hard to understand	Captured by the preapplication improvements (TMA A & B).	See 1	TOs making information available and keeping it up to date. Training of relevant staff to explain the data.
		6	Forms, templates and process codified, so difficult/slow to change. They're too complex	Captured by the preapplication improvements (TMA A & B).	See 1	TOs making information available and keeping it up to date. Training of relevant staff to explain the paperwork.
		7	Pre-applications don't provide the level of detail we need	Captured by the preapplication improvements (TMA A & B).	See 1	TOs making information available and keeping it up to date. Training of relevant staff to explain the data.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Pre-Application		8	Pre-application discussions take a long time to set up	Assuming the process will be sufficiently resourced.	See 1	All parties are sufficiently resourced to run the process.
		9	Need more detail on the process (and the costs) earlier in the process	Preapplication improvements (TMAs A to C) may provide some of this but will only be indicative at this stage of the process.	See 1	Needs ESO and TO data to be kept up to date.
		10	Insufficient clarity of opportunity at the pre-application stage	Captured by the preapplication improvements (TMAs A to C).	See 1	TOs making information available and keeping it up to date. Training of relevant staff to explain information that is available.
		11	Communication between ESO and TOs can be an issue	IT system interfaces is a possible improvement but no clarifications on roles/responsibilities in this part of the process currently as part of detailed design.	See 1	Conflicting incentives between ESO and TO being resolved and clarified in licence/price control.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Pre-Application		12	We're not provided with enough information about the network at this stage	Captured by the preapplication improvements (TMA A to C).	See 1	TOs making information available and keeping it up to date. Training of relevant staff to explain the data.
		13	Pre applications are handled inconsistently - level and quality of service really varies (between TOs and individuals)	IT system interfaces is a possible improvement but no clarifications on roles/responsibilities in this part of the process currently as part of detailed design.	See 1	Conflicting incentives between ESO and TO being resolved and clarified in licence/price control.  Training of staff to provide a more consistent service.
		14	Roles and responsibilities - greater clarity needed / more standardisation / In the Pre-application / WT meetings – minutes are not consistently recorded	IT system interfaces is a possible improvement but no clarifications on roles/responsibilities in this part of the process currently as part of detailed design.	See 1	Conflicting incentives between ESO and TO being resolved and clarified in licence/price control.  Training of staff to provide a more consistent service.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Application	Will involve:	15	Application costs too much (Note: This one is a bit contentious - have also heard that application costs are low. Making it cheaper could lead to higher application volumes so need to look into this issue a bit more)	Review of application fees (TMA H) will consider but may not make application cheaper.	Sprint 3a Workshop 1 and 3b Workshop 1  Fee value low priority (phase 1 Case for change slide 49)	ESO and TO coordination on this review.
	Covers:	16	The amount of information needed from me is too detailed	Simplification of and harmonisation across TOs of offer T&Cs (TMA D5).	Sprint 3a Workshop 1, Sprint 2 Workshop 1 & Sprint 3b Workshop 1	ESO and TO coordination on this review.
	- Everything from that application landing to clockstart - this is the first sign of commitment	17	Timescale to start the process is too long (especially for invoicing)	Speed of providing an offer deemed less of a priority and so not progressed (dependant chosen TMO).	Case for Change phase 1 (slide 49)	ESO and TO input on the detailed design of the TMOs.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Application		18	The application form doesn't make it clear what my options are	Low level detail (of forms, process docs etc) will need to be reviewed when the chosen TMO enters detailed design; simplification of offer T&Cs (TMA D5) will help. TMAs J3 and J4 (to provide a variety of options as part of offer) not recommended.	See 16 and Sprint 2 Workshop 2 (addon 2.1a)	ESO and TO to review offer T&Cs and clarity on core TMO.
		19	Costs of connections are only indicative at this stage (and there is insufficient transparency around this)	TMA Q recommends no change from status quo (i.e. TMA Q1).	Sprint 3b Workshop 1	Progression by Ofgem (if needed).
		20	There are opportunities to discuss offer - but insufficient explanation of offer / rationale / response to queries	Incorporated in to design of TMOs. Specific detail and timing to be determined in detailed design.	All sprints, workshop 2	Determining the extent and timing of engagement during the offer creation process.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Application		21	I don't understand the offer (what it covers etc)	TMA D5 and D6 to simplify contents of offer in addition to TMA K to clarify products available.	Sprint 3a Workshop 1, Sprint 2 Workshop 1 & Sprint 3b Workshop 1	Simplification of offer T&Cs, training of staff and production of supporting materials.
		22	Declaration of competency can take a long time as it's between TO/ESO /customer (it's the quality and queries that are an issue here)	Speed of providing an offer deemed less of a priority when designing TMOs. Greater collaboration in the process to be determined as part of detailed design of the TMOs with the assumption of the TMO being sufficiently resourced and better training.	See 17, Sprint 2 workshop 2 and Sprint 3b workshop 2	TMO being defined and sufficiently resourced. Training of staff and better supporting materials.
		23	Forms, templates and process codified, so difficult/slow to change. They're too complex	Low level detail (of forms, process docs etc) will need to be reviewed when the TMO enters detailed design; simplification of offer T&Cs (TMA D5) will also help.	See 21	Review of offer T&Cs and clarity on TMO.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Offer Creation	Will involve: - Regulated process to produce offer within 3 months* (*Use-of-system offers within 28 days - not really connection)	24	I'm not kept aware of the progress of my application	To be incorporated in to design of TMO during detailed design.	Sprint 3b workshop 2	Determining the extent and timing of engagement during the offer creation process.
	Covers: - Everything from clockstart to license deadline	25	I don't get early views of what the offer contains	To be incorporated in to design of TMO during detailed design.	Sprint 3b workshop 2	Determining the extent and timing of engagement during the offer creation process.
		26	I can't input into the process. (or I can, but only where there's issues)	To be incorporated in to design of TMO during detailed design.	Sprint 3b workshop 2	Determining the extent and timing of engagement during the offer creation process.
		27	It takes too long	Speed of providing an offer deemed less of a priority when designing TMOs.	See 17	Detailed design of the TMO to determine process (time) length.
		28	There's a lack of clarity / explanation for some contract changes	TMA D5 & D6 along with better training.	See 21	Simplification of offer T&Cs and training.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Offer Creation		29	Offers often contain errors which need to be corrected - adds time to the process	TMA D5 & D6 along with better training.	Some linkage to sprint 3b workshop 2	Simplification of offer T&Cs and training.
Post-Offer Negotiation	Will involve: - Discussions between all parties on detail of the offer. Some changes may be made to the offer. - Ultimately offer is either accepted (meaning you are then contracted) or lapses.	30	These should really be reviews of the offer but they do end up being negotiations - I, as a customer, expect things to be clearer / more aligned to what I asked for originally	A combination of the TMO design (gates, windows etc) as well as TMAs D, E, F, G and K should clarify the initial request and how this is documented in the offer.	Sprint 3b, workshop 2	Determining the extent and timing of engagement during the offer creation process.  Training of staff and updated documents to reflect these changes.
		31	The offer doesn't fit my needs (costs, timelines).	Pre-application improvements (TMA A to C) manage expectations better whilst the TMO design allows greater collaboration during the process. Additionally, TMA G and K clarify what can be asked for as part of the application.	Sprint 1 workshop 2, Sprint 2 workshop 2 and row 30	Detailed design of TMO with the review of capacity products. Training of staff and updated documents to reflect these changes.



# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Offer Creation		32	I wasn't expecting / didn't want what was in the offer	Pre-application improvements (TMA A to C) manage expectations better whilst the TMO design allows greater collaboration during the process. Additionally, TMA G and K clarify what can be asked for as part of the application.	See 31	Detailed design of TMO with the review of capacity products. Training of staff and updated documents to reflect these changes.
		33	I wasn't aware I had to do 'x' (e.g., provide financial security, interim restrictions)	TMA D5 (offer simplification), TMA G (queue management) and TMA L (requirements to accept) should cover most scenarios.	See 21	Simplification of offer T&Cs and training.
		34	The offer is too complicated (Note - need to explore this a bit more as some offers are just inherently complex - is this more of a segmentation / experience level of customer issue, or do all experience this?)	TMA D5 (offer simplification), TMA G (queue management) and TMA L (requirements to accept) should cover most scenarios.	See 21	Simplification of offer T&Cs and training.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Offer Creation		35	There are often conflicts between 'T' and 'D' offers – e.g., engineering, finance or program (specifically around their timelines not aligning)	Part of TMO design, however more detail provided in chapter 8.	All sprints, workshop 2	See chapter 8.
		36	DNO consequential processes need to be followed (inc. changes to DNO offer) (again, it's lack of alignment that's the issue)	Part of TMO design, however more detail provided in chapter 8.	See 35	See chapter 8.
		37	Reconciliation of application fees slow and unclear (Data comes from the TO)	TMA H4 and H5.	See 15	ESO and TO coordination on this review.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Offer Creation		38	Offers often contain errors which need to be corrected - adds time to process (this relies on quality data being provided by the TOs, and this can be inconsistent)	TMA D5 & D6 along with better training.	See 21	Simplification of offer T&Cs and training.
		39	Forms, templates and process codified, so difficult/slow to change. They're too complex	Low level detail (of forms, process docs etc) will need to be reviewed when the TMO enters detailed design; simplification of offer T&Cs (TMA D5) will also help.	See 21	Review of offer T&Cs and clarity on TMO during detailed design.
Construction	Will involve:	40	One-sided nature of construction delays. (TO)	TMA Q recommends no change from status quo (i.e. TMA Q1).	See 19	Progression by Ofgem (if needed).
	- Construction works are carried out by the relevant TO and the Developer.  - ESO CCMs will continue to be in constant contact with the customer through this stage of the journey - but how frequent / predictable is that contact? And what about the quality?	41	Insufficient communication at this stage - any concerns with site / policy / regulation limitations	Greater collaboration in process as part of TMO design with TMA N3 and O assisting.	Sprint 3b, workshop 2	Formalisation of material change criteria and detailed design of TMO.

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Construction	Decision on the core process and alignment of licenses/price controls accordingly	42	A lot of governance and bureaucracy at this stage - can cause delays / additional costs	Roles and responsibilities will need to be defined as part of detailed design of the TMO.	Sprint 3b workshop 2	Decision on the core process and alignment of licences/price controls accordingly.
		43	Lack of clarity around roles and responsibilities between ESO and TOs	Roles and responsibilities will need to be defined as part of detailed design of the TMO.	Sprint 3b workshop 2	Decision on the core process and alignment of licences/price controls accordingly.
		44	Lack of information at this stage on network (TO)	Improvements to data delivered via pre-application TMAs (TMA A to C) may provide some of this. Others will be clearer roles and responsibilities in the TMO.	Sprint 1 workshop 2	TOs providing relevant information.
		45	Lack of comms from ESO at this stage can result in customer not knowing who to go to	Improvements to data delivered via pre-application TMAs (TMA A to C) may provide some of this. Others will be clearer roles and responsibilities in the TMO.	Sprint 3b workshop 2	

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Construction	Decision on the core process and alignment of licenses/price controls accordingly	46	Need guidance on what is a minor change and what isn't / what is acceptable as an 'admin' change (Difficult/inflexibility making minor revisions to contract once signed.)	TMA N and O.	Sprint 3b workshop 3	Formalisation of material change criteria and core process decision.
Commissioning	Will involve: <ul style="list-style-type: none"> <li>- Validating that the technical requirements of the contract are met.</li> <li>- Once Construction is complete the Commissioning and testing program must be completed ahead of connection and Operational Notification</li> </ul>	47	'Applicability and suitability of technical requirements (Note - some of this is dictated by grid code)  Difficulty obtaining FON (Final Operational Notification)	Not in scope of project	Not in scope of project	Not in scope of project

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Commissioning	<p>Will involve:</p> <ul style="list-style-type: none"> <li>- Validating that the technical requirements of the contract are met.</li> <li>- Once Construction is complete the Commissioning and testing program must be completed ahead of connection and Operational Notification</li> </ul>	47	<p>Forms, templates and process codified, so difficult/slow to change. They're too complex</p> <p>Outturn process (reconciliation of costs) can take a long time, means I can't close my budget</p>	Not in scope of project	Not in scope of project	Not in scope of project
Operation	<p>Will involve:</p> <ul style="list-style-type: none"> <li>- Commercial operation of the project.</li> </ul>	48	<p>Why was I restricted off and when can I re-energise?</p> <p>Outage booking process is an issue</p>	Not in scope of project	Not in scope of project	Not in scope of project

# You said, we considered

Journey Stage	Activities	Number	Pain Point	Solution Notes	Feedback Evidence	Dependencies
Operation	Will involve: - Commercial operation of the project.	48	Asset replacement processes are an issue  There's a lack of communication on outages and delays to planned outages  Forms, templates and process codified, so difficult/slow to change. They're too complex	Not in scope of project	Not in scope of project	Not in scope of project