

Numbering of outputs: We have numbered the outputs by the chapters of our business plan to make navigation easier.

Chapter	Output name	Output category	Common or bespoke output?	Description	Output type	Where is the output set out in the Business Plan?	For ODIs – what is the maximum upside/downside of any reward/penalty	Costs associated with output delivery				Are there any associated outputs, uncertainty mechanisms or CVP proposals in your Business Plan?
								Funding in Business Plan?	Forecast cost / BPD reference (1)	Funding for enhanced performance in Business Plan?	Forecast cost / BPD reference (1)	
Chapter 7	Output 7-1: Network reinforcements	* Meeting the needs of consumers and network users.	Bespoke	Innovate and invest in the network reinforcements indicated by the ESO's NOA process, increasing boundary capability by 22.5GW to facilitate a changing energy market and keep costs down.	PCD	Chapter 7 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£507.1m BPD: 4.2a	No	Not applicable	UM7-1 on boundary capacity.
Chapter 7	Output 7-2: Maintaining security of supply as the energy system changes	* Delivering an environmentally sustainable network.	Bespoke	Invest in protection and control coordination studies, changes required to maintain security of supply and identify future requirements as renewables increase.	PCD	Chapter 7 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£31.1m BPD: 4.2a	No	Not applicable	UM 7-4: Protection and control
Chapter 7	Output 7-3: Facilitating the closure of conventional generation	* Delivering an environmentally sustainable network.	Bespoke	Invest to facilitate closure of conventional generation and secure easements to maintain access and minimise costs.	PCD	Chapter 7 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£134.7m BPD: 4.2a	No	Not applicable	Not applicable
Chapter 7	Output 7-4: Facilitating competition	* Meeting the needs of consumers and network users.	Bespoke	Highlight potentially contestable projects and propose approach to facilitate competition in third party and incumbent delivery.	PCD	Chapter 7 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£181.5m BPD: 4.2a	No	Not applicable	UM 7-2: Facilitate competition (pre-consents)
Chapter 7	Output 7-5: Optimising with the ESO	* Meeting the needs of consumers and network users.	Bespoke	Installing system monitoring equipment across the network to help deal with the system implications of the transition to a low-carbon energy system.	LO	Chapter 7 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£48m (subject to changes for Dec) BPD: 4.2a	No	Not applicable	Not applicable
Chapter 7	Output 7-6: Optimising with the DNOs	* Meeting the needs of consumers and network users.	Bespoke	Optimise with DNOs by identifying whole system opportunities, establishing an ongoing process and investing in five reactor units	PCD	Chapter 7 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£30.7m (subject to changes for Dec) BPD: 4.2a	No	Not applicable	UM 7-3: System operability (voltage) CVP2 - Whole-system alternatives to reactor investments
Chapter 8	Output 8-1: Connecting generation customers	* Meeting the needs of consumers and network users.	Bespoke	We will invest in the network to connect 15.3GW of new generation, storage and interconnector for customers under the common energy scenario.	LO	Chapter 8 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£245m BPD: section B - B0.7, B4.2a, B4.2c, B4.4b, B4.5, B4.5a, B4.6, B4.7 and B4.8	No	Not applicable	UM8-1: Generation connections
Chapter 8	Output 8-2: Connecting demand customers	* Meeting the needs of consumers and network users.	Bespoke	We will invest in the network to connect demand customers when they request connections by installing [xx] super grid transformers (SGTs) under the common energy scenario.	LO	Chapter 8 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£142m BPD: section B - B0.7, B4.2a, B4.2c, B4.4b, B4.5, B4.5a, B4.6, B4.7 and B4.8	No	Not applicable	UM8-2: Demand connections
Chapter 8	Output 8-3: Customer experience strategy	* Meeting the needs of consumers and network users.	Common	We will invest in our systems, people and products to delivery our customer experience strategy.	ODI (common, quality of connections)	Chapter 8 of 200-page business plan Annex ET.06 ODIs	This is a common ODI. The Ofgem open letter of 29 July 2019 confirmed that Ofgem will "set out our thinking on the value of the overall incentives package in the Draft Determinations published in Q2 2020".	Yes	£9.9m IT investment BPD 4.3a - Non-Ops capex - £1.5m The remaining activities (e.g. Improving customer journey) fall into the operational support cost - BPD 4.5 CAI - based on 3FTE	No	Not applicable	Not applicable
Chapter 8	Output 8-4: Improving the system access experience	* Meeting the needs of consumers and network users.	Common and bespoke	We will make a step change to improve the system access experience for our customers so that they have more warning of network outages and changes to them.	ODI (common, quality of connections) ODI (bespoke, outage management)	Chapter 8 of 200-page business plan Annex ET.06 ODIs	For the common ODI, the Ofgem open letter of 29 July 2019 confirmed that Ofgem will "set out our thinking on the value of the overall incentives package in the Draft Determinations published in Q2 2020". For the bespoke ODI on outage management, we are proposing a maximum penalty and reward of 0.4% of our annual revenue.	Yes	£1m BPD: D4.5 closely associated indirects - based on 2FTE	No	Not applicable	Not applicable
Chapter 9	Output 9-1: Reducing energy not supplied	* Maintaining a safe and resilient network.	Common	The purpose of the ENS incentive is to encourage TOs to efficiently improve network reliability by managing short-term operational risk and through mitigation actions.	ODI (common)	Chapter 9 of 200-page business plan Annex A9.10 Energy not supplied	This is a common ODI. Ofgem has confirmed the maximum downside will be 3% of our annual revenue. Our proposed methodology for setting the baseline implies a maximum upside of 0.17% of our annual revenue based on current data.	No	Not applicable	No	Not applicable	CVP4: Tougher energy not supplied (ENS) target
Chapter 9	Output 9-2: Maintaining network risk	* Maintaining a safe and resilient network.	Common	We will maintain our network risk position through condition monitoring, maintenance, repair, refurbishment and replacement of our lead assets (OHLs, SGTs, reactors, cables, switchgear). We will deliver this work at lowest cost (on average per unit) by embedding innovation. This output is covered by Ofgem's NARM approach (Network Asset Risk Metric)	PCD	Chapter 9 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£2,251m BPD: C2.2a	No	Not applicable	Not applicable
Chapter 9	Output 9-3: Substation equipment	* Maintaining a safe and resilient network.	Common	We will maintain our network risk position on substation equipment through condition monitoring, maintenance, repair, refurbishment and replacement of instrument transformers, through-wall bushings and bay equipment. We will deliver this work at lowest cost (on average per unit) by embedding innovation. We are proposing to extend NARM in T2 to cover these asset types.	PCD	Chapter 9 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£327m BPD: C2.2a	No	Not applicable	Not applicable

Chapter 9	Output 9-4: Protection and control	* Maintaining a safe and resilient network.	Common	We will maintain our network risk position for substation protection and control through condition monitoring, maintenance, repair, refurbishment and replacement of protection and control equipment. We will deliver this work at lowest cost (on average per unit) by embedding innovation. We are proposing to extend NARM in T2 to cover these asset types.	PCD	Chapter 9 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£489m BPD: C2.2a	No	Not applicable	Not applicable
Chapter 9	Output 9-5: OHL steelwork replacement	* Maintaining a safe and resilient network.	Bespoke	We will deliver an equivalent tonnage of steelwork replacement in the T2 period.	PCD	Chapter 9 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£53m BPD: C2.2a	No	Not applicable	Not applicable
Chapter 9	Output 9-6: OHL steelwork refurbishment	* Maintaining a safe and resilient network.	Bespoke	We will deliver an equivalent volume of steelwork refurbishment in the T2 period.	PCD	Chapter 9 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£92m BPD: C2.2a	No	Not applicable	Not applicable
Chapter 10	Output 10-1: Protection from extreme weather	* Maintaining a safe and resilient network.	Bespoke (but common requirement for network companies to have an output)	We will protect our sites from surface level flooding and better understand how we protect from weather-related threats in the long term.	PCD	Chapter 10 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£59.81m BPD: C2.24	No	Not applicable	UM10-1: Extreme weather
Chapter 10	Output 10-2: Physical Security	* Maintaining a safe and resilient network.	Bespoke (but common requirement for network companies to have an output)	We will continue to meet our Physical Security Upgrade Programme (PSUP) requirements at all designated sites.	PCD	Chapter 10 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£44.63m BPD: D4.4a, D4.4b	No	Not applicable	UM10-2: Physical security
Chapter 10	Output 10-3: Cyber resilience	* Maintaining a safe and resilient network.	Bespoke (but common requirement for network companies to have an output)	We will implement enhanced Cyber security and capabilities to our IT and OT networks to a level agreed with the Network and Information Systems (NIS) Competent Authority.	PCD	Chapter 10 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£184.38 BPD: D4.8	No	Not applicable	UM10-3: Cyber security IT UM10-4: Cyber security operational technology (OT)
Chapter 10	Output 10-4: A resilient operational telecommunication infrastructure	* Maintaining a safe and resilient network.	Bespoke	We will make sure we have highly resilient and cyber secure operational telecommunication infrastructure, essential for the safe and reliable operation of the system, supporting physical security management and Black Start capabilities.	PCD	Chapter 10 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£241.02m BPD: C2.25	No	Not applicable	Not applicable
Chapter 10	Output 10-5: Black Start capability	* Maintaining a safe and resilient network.	Bespoke	We will put in place enhanced system and people capabilities to ensure an efficient and effective response in a Black Start scenario.	PCD	Chapter 10 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£22.19m BPD: C2.12	No	Not applicable	UM10-5: Black Start
Chapter 11	Output 11-1: Reducing our SF6 emissions	* Delivering an environmentally sustainable network.	Bespoke and common	Common ODI on reducing SF6 and other insulation and interruption gases (IIG) leakage	Common ODI	Chapter 11 of 200-page business plan Annex ET.06 ODIs	This is a common ODI. The Ofgem open letter of 29 July 2019 confirmed that Ofgem will "set out our thinking on the value of the overall incentives package in the Draft Determinations published in Q2 2020".	No	Not applicable	No	Not applicable	UM11-1: SF6 replacement programme
Chapter 11	Output 11-2: Reducing carbon emissions from operational transport	* Delivering an environmentally sustainable network.	Bespoke output Bespoke ODI	PCD: We will purchase and maintain 60% of our fleet as low-carbon vehicles, including installing and maintaining substation charging for them. ODI: Our bespoke environment scorecard ODI encourages us to achieve more than 60% of our fleet being low-carbon vehicles.	PCD Bespoke ODI	Chapter 11 of 200-page business plan Annex ET.08 Outputs	We are proposing an environmental scorecard ODI covering 7 of the metrics in our environmental action plan with a maximum reward and penalty of +/- £4m.	Yes	£47.49m £36.05m - vehicles £11.44m - charging infrastructure BPD: D4.3a and D4.5	No	Not applicable	Not applicable
Chapter 11	Output 11-3: Net-zero capital carbon	* Delivering an environmentally sustainable network.	Bespoke	We will achieve net-zero carbon construction by 2025/26, using offsetting for any remaining emissions that cannot be eliminated cost effectively or technically.	PCD	Chapter 11 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£2.50m BPD: D4.5	This could be considered above minimum requirements as these are scope 3 emissions and hence the requirement is to report but not to commit a target (which we have done).	Not applicable	Not applicable
Chapter 11	Output 11-4: Natural capital	* Delivering an environmentally sustainable network.	Bespoke	We will increase the value of natural capital on all non-operational land by 10% by the end of the T2 period – prioritising deprived urban areas.	Bespoke ODI	Chapter 11 of 200-page business plan Annex ET.06 ODIs	We are proposing an environmental scorecard ODI covering 7 of the metrics in our environmental action plan with a maximum reward and penalty of +/- £4m.	No	Not applicable	No	Not applicable	CVP5: Caring for the natural environment
Chapter 11	Output 11-5: Net environmental gain at construction projects	* Delivering an environmentally sustainable network.	Bespoke	We will deliver net gain of 10% on all construction projects	Bespoke ODI	Chapter 11 of 200-page business plan Annex ET.06 ODIs	We are proposing an environmental scorecard ODI covering 7 of the metrics in our environmental action plan with a maximum reward and penalty of +/- £4m.	No	Not applicable	No	Not applicable	Not applicable
Chapter 11	Output 11-6: Water use	* Delivering an environmentally sustainable network.	Bespoke	We will reduce our water use by 20%	Bespoke ODI	Chapter 11 of 200-page business plan Annex ET.06 ODIs	We are proposing an environmental scorecard ODI covering 7 of the metrics in our environmental action plan with a maximum reward and penalty of +/- £4m.	No	Not applicable	No	Not applicable	Not applicable

Chapter 11	Output 11-7: Recycling operational and office waste	* Delivering an environmentally sustainable network.	Bespoke	We will recycle 60% of our operational and office waste	Bespoke ODI	Chapter 11 of 200-page business plan Annex ET.06 ODIs	We are proposing an environmental scorecard ODI covering 7 of the metrics in our environmental action plan with a maximum reward and penalty of +/- £4m.	No	Not applicable	No	Not applicable	Not applicable
Chapter 11	Output 11-8: Visual impact	* Meeting the needs of consumers and network users.	Bespoke	We will deliver the stakeholder-supported and Ofgem approved T1 visual impact provision (VIP) schemes.	PCD	Chapter 11 of 200-page business plan Annex ET.08 Outputs	Not applicable	Yes	£202.36m BPDT: C2.26	No	Not applicable	UM11-2: Visual impact provision (note: this UM covers funding for projects identified in the T2 period associated with the T2 funding pot. The UM does not cover T1 projects that are continuing into the T2 period).