

COMMUNICATION PROJECT OF PRIMARY SUBSTATIONS AND SURROUNDING NETWORK

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ABSTRACT

The present work main subject is the communication project of primary substations and surrounding network. It aims to provide an answer to the extremely important challenges EDP Distribuição faces regarding risk control associated with local stakeholders relationship, concerning the life cycle management of its assets.

The submitted study had into account the risk analysis associated with those projects, and took in consideration five strategic lines: economic impact, social sustainability, environment sustainability, reputation and turnaround time of the project. Additionally, a communication plan was adapted to the criticality level for six case studies.

The project aims to establish a planned and proactive management approach, based on communication strengthening, anticipation and trust, in order to minimize the business risk level and to consolidate EDP's social right to operate.

The implementation of the communication project methodology (ComPro) is in line with EDP's vision, values and commitments. This positioning aims to improve the company's global performance, increasing its competitive advantage and aligning itself with the best performing companies, which is confirmed through the sustainability indexes, namely Dow Jones Sustainability Index (DJSI).

The main conclusions indicate that the applied methodology is suitable and in line with the best international practices followed by counterpart companies, reinforcing the strategic importance and a valuable method to proceed with.

The team project had a transverse and interdepartmental

cooperation, with eight participants from EDP Distribuição (DPC, DMN, GBCO, DACN, GBRI), in addition of two elements from the Corporate Centre (DSA and DRIS). It also benefited from the collaboration of several colleagues of EDP Distribuição and from the six national Network and Clients Departments (DRC's).

SCOPE

The ComPro – Communication Project is a program that is being developed by EDP's Sustainability Department since 2008, currently focusing on two action points: 1) training provided by EDP University, directed to company employees who perform and interact with stakeholders within project development; 2) promotion of working groups within several business units, where EDP Distribuição has been an example, aiming to develop communication plans suitable to the different projects, satisfying the needs and the required specialization of each business.

ComPro consists in a methodology which aims to define the guidelines of the Communication Projects based on coherence, equity and effectiveness towards the local stakeholders. It is intended to promote a reliable and proximity environment between the company and the stakeholders, avoiding obstacles, conflicts and complaints due to misunderstanding or inadequate knowledge of EDP projects.

This methodology advocates the involvement of the stakeholders along the different phases of the project development (planning; study, project and licensing; construction; exploitation; dismantlement), taking into account the underlying objective of consistent interaction with the stakeholders (information, consulting and

partnership).

METHODOLOGY

The ComPro implementation in EDP Distribuição started in Substations and surround network projects. The six case studies concerning Substations were selected according to two criteria: 1) territorial coverage, including the six DR; 2) project status, guaranteeing that the different phases of a project lifecycle were represented regarding these assets.

The selection process had seven different stages:

1. **Correlation between the Assets Management programme and the Communication Plan phases** – ensuring the alignment between the Asset Management program and the milestones of the communication plan for the Substations and surrounding network;
2. **Definition of goals by project’s stage** – definition of the main goals, concerns and challenges associated to each phase;
3. **Information survey** – knowing the social and economic environment of each area, identifying key stakeholders and common communication practices;
4. **SWOT analysis by case study** – identifying the opportunities and external threats, as well as strenghts and weaknesses of the project.
5. **Risk assessment associated with each project’s phase** – definition of the risk level of the project based on a model, adapted from the risk matrix of EDP Distribuição, which includes indicators from five different impact dimensions, such as: social sustainability, environmental sustainability, reputation, time and economic (see table below);

Substations and surrounding network projects risk estimation model (Based on EDP Distribuição's Risk Matrix)															
Impacts															
Social Sustainability				Environment Sustainability				Reputation		Time		Economic			
populational density	awareness of homes	patrimonial perception	sub total	landscape sensibility	visual impact	environmental value	sub total	EDP's image near local stakeholders	EDP's relation with media	quality of service	sub total	duration perspective of the action in the assets	sub total	results	sub total
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
total: 0															

Fig. 1 – Substations and surrounding network projects risk estimation model.

6. **Risk analysis** – analyze impacts and risks inhereents to each case study;
7. **Communication Plan proposition per case study** – definition of the communication plan (common, enlarged or global), according to criteria of intensity, involvement and contingency of the project, which define and categorize its risk level (low, medium or high).

Proposed Communication plan				
Total key	Communication Plan	intensity	stakeholders	contingency
between 18 e 25	global	systematic	involving every stakeholder	high
between 10 e 17	enlarged	occasional	involving every stakeholder	medium
between 5 e 9	common	occasional	with special effect on sensitive and strategic stakeholders	low

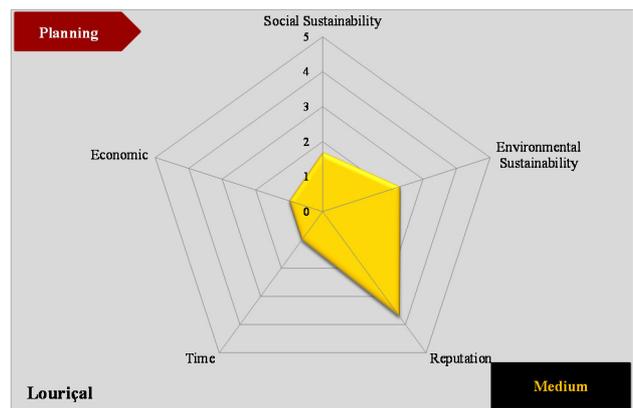
Fig. 2 – Communication Plan definition by means of the shown risk level.

RESULTS

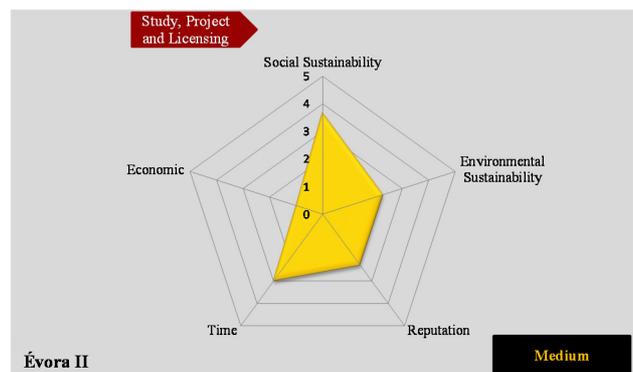
Three Communication Plans were defined, according to the global criticality degree of the project, which contemplate internal (intra- and inter-departments communication) and external (communication with local stakeholders) engagement actions.

According to the described methodology, the application of the model results in a risk evaluation for each case study:

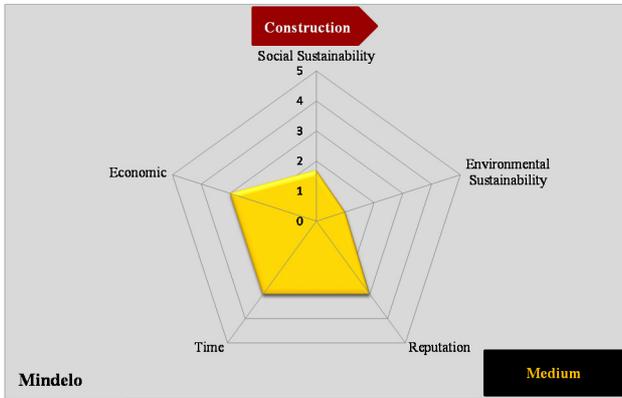
Substation	Phase	Risk	Communication Plan
Lourçal	Planning	Medium	Enlarged



Substation	Phase	Risk	Communication Plan
Évora II	Study, Project and Licensing	Medium	Enlarged



Substation	Phase	Risk	Communication Plan
Mindelo	Construction	Medium	Enlarged



Substation	Phase	Risk	Communication Plan
Oriental	Desmantlement	Low	Common

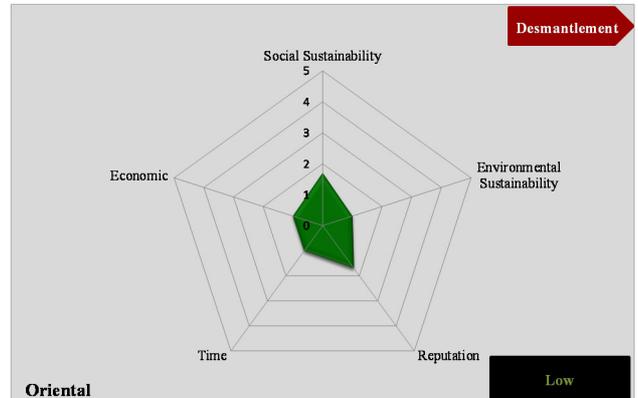
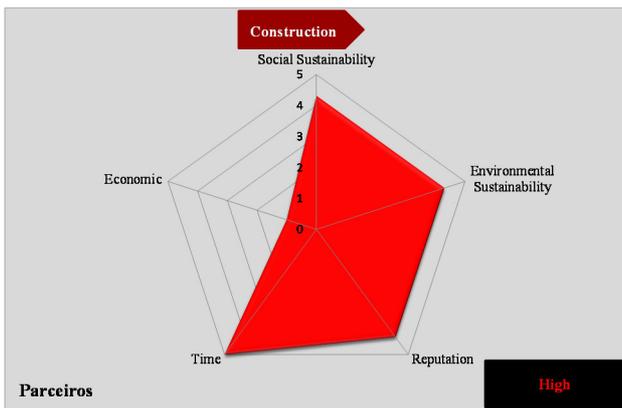
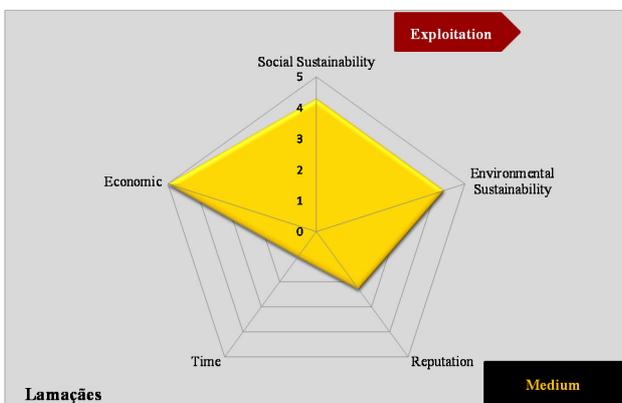


Fig. 3 – Risk analysis of each case study.

Substation	Phase	Risk	Communication Plan
Parceiros	Construction	High	Global



Substation	Phase	Risk	Communication Plan
Lamações	Exploitation	Medium	Enlarged



CONCLUSIONS

The benefits of ComPro methodology, namely when applied to EDP Distribuição Substations and Surrounding Network projects, are achieved in the following aspects:

- Increase and systematization of the internal and external communication process in key moments;
- Stakeholders with well-informed opinions in the different phases;
- Anticipation of specific needs and threats in each project phase;
- Substation project's global perspective extensive to the surrounding HV/MV network;
- Adaptation of the decisions about the project to the local reality.

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