

Our Impact Report



Welcome

Matthew White
Head of Customer Service
and Innovation



Welcome to our 2024/25 Impact Report

Following the publication of our refreshed Engagement and Research Strategy, this Impact Report aims to bring to life the tangible outcomes and value delivered through our engagement and research programme over 2024/25. While the strategy sets out our principles, processes and priorities, this document showcases the real-world impact of those efforts. We aim to demonstrate how stakeholder insights have shaped our decisions and driven meaningful change across our newly refocused topic areas.

About this report

Across our focus areas, we have delivered measurable impact through insight-led decision making. From supporting over 250,000 vulnerable customers and providing richer connections data, to understanding the cascading effects of climate change on our network and beyond, this report demonstrates the breadth and depth of our programme. Each section highlights how engagement and research have informed our actions, and includes case studies that illustrate the value of listening, learning and responding to stakeholder needs. Together, this Impact Report and our Engagement and Research Strategy reflect our ongoing commitment to purposeful engagement, continuous improvement, and delivering outcomes that truly matter to our customers, stakeholders, and communities.

What's inside

2 OUR ENGAGEMENT AND RESEARCH COMMITMENTS

3 OUR FOCUS AREAS

4 ENSURING WE ARE NOT A BLOCKER TO NET ZERO

- 5 Streamlining flexibility processes to make it easier to participate
- 7 Meeting the evolving needs of LCT Customers
- 8 Supporting Local Authorities to plan the roll out of EV charge points
- 9 Engaging with emergency services to understand their decarbonisation challenges and support their transition
- 10 Delivering Connections Reform
- 11 Supporting customers through Connections Reform by providing greater transparency

12 BEING A SOCIALLY RESPONSIBLE BUSINESS

- 13 Adapting our consumer vulnerability programme to meet the evolving needs of customers
- 14 Meeting our customers' evolving expectations during planned power cuts

15 A RESILIENT NETWORK CUSTOMERS CAN RELY ON

- 15 Understanding the impact of climate change to maintain a resilient network in the future

17 ENSURING WE HAVE THE RESOURCES, SKILLS AND MATERIALS TO DELIVER

18 UNDERSTANDING THE OPPORTUNITIES OF DATA AND TECHNOLOGY

- 19 Enhancements to data and tools to informed connections decisions
- 20 Driving industry improvements

Our engagement and research commitments

Commitment

We will run a comprehensive annual ongoing engagement programme to obtain meaningful insights to help improve our activities and decisions. We will consult stakeholders, such as our CEO panel and Stakeholder Councils in the development of our annual plan and importantly provide opportunities for them to proactively raise issues for discussion.

We will collate, store and disseminate insights from our ongoing engagement programme to drive more informed actions both internally with our staff, from Board level down, and supply chain partners, as well as externally with stakeholders, regulators and policy makers. We will have measurement and reporting systems in place enabling us to track business changes attributable to ongoing engagement.

We will report annually on the outcomes of our ongoing engagement programme, communicating publicly how it has influenced our actions and decisions.

We will create a dedicated core team of engagement and research specialists with the skills required to develop and maintain a comprehensive ongoing engagement programme.

Update for 2024/25

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We reviewed our engagement programme to ensure we are focusing on the most important issues and getting the most out of our insights. We introduced new processes, including regular reporting to senior leaders, to track progress and impact delivered. We also consulted with stakeholders, including our Independent Stakeholder Group, on our revised priority topics and changes to our overall strategy and approach. Our stakeholder councils continue to shape our approach, with the Flexibility Council providing valuable feedback on flexibility processes to accelerate our work to automate processes and enable simple, low-cost participation.

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The Insights Hub allows teams to capture and store insights, as well as use natural language search to easily find and analyse insights from multiple sources. By making insights available centrally, we aim to improve coordination, reducing duplication in engagement and research activities, and enable teams to act on a wider range of insights. We have enhanced the Insights Hub based on user feedback, making it easier to upload insights and integrating AI to make it quicker to find relevant insights. 85% of key users have been trained and are actively uploading content. We have implemented monthly insights reviews and regular reporting to capture and share how insights are informing action and decisions across the business.

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This Impact Report describes the outcomes of our ongoing engagement and research programme, how insights have informed business actions and decisions, and the impact this has delivered. We now publish our Engagement and Research Strategy separately from this Impact Report for ease of navigation. We have also enhanced our website to feature content on our engagement and research strategy and overall programme.

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We have grown the stakeholder engagement and research team further this year. The team brings together skills and experience in stakeholder engagement, research, and reporting, allowing us to provide expert guidance to teams across the business and ensure insights are used effectively in decision making.

Our focus areas

Our engagement priorities are shaped by a thorough analysis of the external landscape and the commitments outlined in our RIIO-ED2 business plan. Throughout 2024/25, we have revisited and refreshed our focus areas to ensure they remain aligned with the evolving needs of our stakeholders and the wider environment in which we operate. This report aims to showcase how insights from engagement and research shape our decisions and actions to deliver better outcomes for our stakeholders, our customers and our business. To learn more about how we determine the topics and challenges that guide our engagement and research, visit our Engagement and Research Strategy.

Highlights of impact delivered in 2024/25



Ensuring we are not a blocker to Net Zero

- 10 renewable connections accelerated by using innovative connections solutions, and on track to deliver 31% of our Clean Power 2030 capacity allocation through flexible connections by 2028.
- 69% more flexibility used than last year, with 13GWh of flexibility dispatched and over 200 day-ahead auctions run.

Meeting the evolving needs of LCT Customers

Developed ChargePoint Navigator, a digital platform, helping four Local Authority bids win £20.5m of funding to develop EV charging networks with a 100% success rate.

Supporting customers throughout connections reform

Enhanced our user-friendly Network Operational Data Dashboard to provide greater detail and Clean Power 2030 information.

SEE MORE INFORMATION ON PAGES 4-11 →



Being a socially responsible business

- 3.1m eligible households registered to our Priority Services Register (PSR) (+21.3% on 2023/24).
- 257,354 vulnerable customers experiencing fuel poverty or at risk of being left behind in the transition to Net Zero supported.

SEE MORE INFORMATION ON PAGE 12 →



A resilient network customers can rely on

- Collaborated with other network operators to explore the development of a digital twin platform that will enhance long-term investment planning and cross-sector resilience to extreme weather risks.

SEE MORE INFORMATION ON PAGE 15 →



Ensuring we have the resources, skills and materials to deliver

- Gained a detailed understanding of future gaps in our workforce to ensure we can deliver our plans and commitments.

SEE MORE INFORMATION ON PAGE 17 →



Understanding the opportunities of data and technology

- Reduced the need to roll out expensive LV substation monitoring resulting in near 100% visibility of the secondary substation network by harnessing the power of smart meters as network sensors.
- Delivered the Connections Lab, a digital tool that allows connections developers to cut the cost and time of optioneering, which has already saved £2.84 million in connections applications.

SEE MORE INFORMATION ON PAGE 18 →





Ensuring we are not a blocker to Net Zero

Why it matters

As we work towards enabling Clean Power 2030 and Net Zero by 2050, it is crucial that we are prepared to facilitate the growing demand from customers amidst increasing reliance on electricity. Our vision is to enable Net Zero for all, which means collaborating with customers and stakeholders to enable quick, informed and cost-effective connections to our network, alongside delivering an excellent experience once they are connected. Our work in this area ranges from using flexibility to make efficient use of the network, to assisting local authorities in planning the rollout of low carbon technologies (LCTs) across their communities.

Our Sub-Topics

Ensuring we are not
a blocker to Net Zero



Meeting the
evolving needs
of LCT Customers
(page 7)

Delivering
connections
reform (page 10)

Within this focus area we have highlighted two specific topics, Meeting the evolving needs of LCT Customers and Delivering Connections Reform. We have developed targeted engagement and research plans in these areas given the scale and strategic importance of these issues to both us and our customers.



2024/25 Focus and Impact

Over the last year we have focused on re-imagining connections journeys for customers using data and relationships, maximising access to the network, and strategically planning to provide timely and cost-efficient capacity now and in the future.

Engaging with our customers and stakeholders to understand their needs and how we can best meet them across these areas has enabled us to:

- Support 73 out of our 133 local authorities to actively prepare a local area energy plan (LAEP). Accelerated network investment in 70 substations by an average of four years after incorporating LAEPs from 32 areas into our strategic network plans, compared to eight incorporated last year.
- Reduce flexibility registration times from months to next day for 87% of assets by simplifying and automating processes.
- Publish our Data Centre Insights report and create the Large Demand Dashboard to showcase insights on our Open Data Portal, to understand the impacts of data centres and inform planning decisions.
- Share our LAEP Support Framework with the RESP to accelerate network investment to support local needs.

➔ [Read our case study for more info, page 5](#)

To read about the focus and impact delivered across the two sub-topics under Ensuring we are not a blocker to Net Zero, see pages 7 and 10 as well as the case studies that follow.

Streamlining flexibility processes to make it easier to participate

What we learnt

We want to make sure that local flexibility markets are easy to access and complement national flexibility markets to support efficient and rapid decarbonisation.

Through engaging with those already participating in our flexibility markets via meetings, our in-person Flexibility Forums and quarterly Flexibility Councils, we have learnt stakeholders want us to:

- 1) Simplify the way these markets work
- 2) Help maximise the value that each kW of flexibility can deliver, across the whole energy system

What we did

Harnessed automation

Working with flexibility providers, we identified several pinch-points in our processes, as outlined in the table on the right. Our quarterly Flexibility Council, which includes representatives from all our operational flexibility providers, provided detailed feedback which helped us to accelerate our work in this area. More detail on other challenges we have tackled through automation over the last year can be found in our [DSO Performance Panel Report 2024/25](#).

	Asset Approval	Measuring performance
Scaling challenge	Each tender required offline connectivity checks for tens of thousands of assets. When we introduced day-ahead auctions we had new assets being registered every day.	With a significant increase in operational flexibility, we were finding it increasingly difficult to assess performance and pay providers on time each month.
Solution	We integrated our market platform (Localflex) and network connectivity database, enabling flexible assets to be automatically approved.	We worked with providers to set up consistent processes (e.g. for providing meter data) and codified baseline and performance calculations within Localflex.
Benefit	87% of assets are now approved automatically by the next day, enabling faster participation in our markets.	Streamlined payment experience to facilitate 70% increase in providers.



Impact

176,894

flexible assets registered, a five-fold increase from 2023/24

87%

of assets now approved next day, enabling flexibility providers to earn money within days, not months

450MW

operational flexibility, +50% from 2023/24

13GWh

flexibility dispatched, +69% from 2023/24

Streamlining flexibility processes to make it easier to participate continued

What we did

Aligned with wider markets

Distributed flexibility has huge value beyond the distribution system. Over the last year, our engagement has focused on enhancing coordination of wholesale, NESO and DSO markets to unlock wider benefits including for flexibility providers and ultimately bill payers. This includes:

- The evolution of the day-ahead market. In our summer 2024 consultation, 18 out of 21 respondents confirmed that dispatch by 1pm or 1:30pm would better align with their operational and commercial needs. 95% of our daily auctions now clear by 1:30pm.
- Leading the three Open Networks working groups focused on coordination. This resulted in central guidance on combining and stacking flexibility products, agreement on rules to manage the risk of conflicting requirement in the growing number of areas covered by Technical Limits and Flexible Connections, and agreement on the scope of operational data sharing between transmission, NESO and DSO/DNOs.

For a full overview of how we have driven progress across four areas this year, visit our [DSO Performance Panel Report 2024/25](#).

Impact

95%

of daily auctions cleared by 1.30pm,
with timings aligned with NESO and NGED

Enhanced coordination

between DSO and wider markets



Meeting the evolving needs of LCT Customers

Why it matters

The transition to Net Zero drives an increasing reliance on the electricity network, with many key sectors, including housing and transport, looking to decarbonise and install LCTs. We have a crucial role in supporting customers through this transition, by:

- Ensuring our customer journeys deliver the best possible experience for customers looking to connect LCTs
- Delivering connections work on time with high satisfaction
- Supporting Local Authorities to develop and deliver regional investment plans

2024/25 Focus and Impact

Our engagement and research in this area has focused on better understanding the current and future needs of our stakeholders to support them with their decarbonisation plans. This has resulted in the following:

- Developing ChargePoint Navigator, a digital platform that redefines how public charging infrastructure is planned, helping four Local Authority bids win £20.5m of funding to develop charging networks with a 100% success rate.
➔ [Read our case study for more info, page 8](#)
- Continuously enhancing GB's only open data portal for local area energy planning, making it easier for stakeholders to access over 170 data sets.
- Launching the energy toolkit with UK100, a resource available to elected leaders, cabinet members and officers, to ensure all key stakeholders are informed of the steps needed to create local energy plans.
- Developing a self-service tool to help emergency services prepare their decarbonisation plans while ensuring their services remain resilient. ➔ [Read our case study for more info, page 9](#)
- Identifying over 90 stakeholders across new and emerging segments to understand their decarbonisation plans over the coming year.



Supporting Local Authorities to plan the roll out of EV charge points

What we learnt

On-street EV charging plays a pivotal role in enabling the transition to Net Zero for those without access to off-street parking and charging. The local authorities we serve have access to £130m funding from the government-run LEVI fund to plan and deliver public charging infrastructure. However, through engagement we learnt that they struggled to plan their public charging networks and identify sites for chargers, which prevented them making efficient use of this funding. They relied on disparate data sources and site visits to identify potential sites, or expensive third-party software. This insight highlighted the need for a robust tool to assist local authorities in planning and justifying their applications effectively.

What we did

We collaborated with local authorities to develop ChargePoint Navigator, a free web-based tool that supports local authorities to plan public EV charging infrastructure in their areas quickly and easily. Developed in partnership with Field Dynamics, Cenex and ZapMap in under three months, the tool enables planners to make strategic decisions for the effective deployment of public EV charge points by providing essential location-specific information, third party data and scenarios. This information includes the locations of household's dependent on public charge points, pavement widths, energy demand, and DNO connectible cables.

What's next

ChargePoint Navigator is now available to all 133 local authorities in our area. We are also working with charge point operators to incorporate their data to further accelerate and streamline the process of planning and implementing public charging.

For more information on how we are supporting local authorities and other stakeholders to use our network to plan, operate and grow, visit our [DSO Performance Panel Report 2024/25, page 15](#).



Impact

100%

grant application success
rate, increased from 37%

£20.5m

government funding
secured by local authorities

91%

customer satisfaction with
ChargePoint Navigator

Engaging with emergency services to understand their decarbonisation challenges and support their transition

Emergency services across the UK are under increasing pressure to decarbonise in line with government targets. All new emergency response vehicles in the ambulance service must be decarbonised by 2027, and all new fleets including ambulances by 2030. To support this shift, we needed to develop a deeper understanding of emergency services' decarbonisation plans and needs, including resilience and site-specific usage patterns.

What we learnt

We engaged with emergency services across fire, ambulance, and police to understand their decarbonisation challenges and priorities. This engagement revealed varying levels of understanding and readiness, with some services viewing decarbonisation as a long-term goal. The scale of decarbonisation in this area could lead to significant increase in complex network reinforcement and support required to help emergency services through this process. Efficient planning and coordination is also required to reduce the risk of duplicated applications and ensure customers have the best possible experience throughout the process. Despite a shared commitment to decarbonisation, these organisations face common barriers such as highly complex estates and fleets, limited operational capacity, competing priorities, legacy infrastructure and budget constraints which limit their resources and capacity to start their transition.

Our engagement also highlighted the need for a more coordinated and consistent engagement approach between our teams and the customers we are supporting.

What we are doing

The Blue Light project builds on existing innovation projects and industry tools to simplify the connections process and improve visibility of connections requirements for UK Power Networks and emergency services. The project aims to develop a self-service tool to help emergency services plan more effectively. With an easy-to-use interface and built-in data, it will simplify complex decisions and reduce the need for multiple applications. The tool will also support collaboration across departments, improving demand forecasting and capacity planning.

The tool will assess vehicle use, estimate demand upgrades, and highlight opportunities for collaboration, within and between different services. Those further along in their decarbonisation journey will be able to navigate it independently, while others will benefit from built-in guidance and support. By allowing multiple users to access shared information, it will also improve coordination and reduce duplication.



Expected Impact

While the tool continues to be developed, we expect it to deliver benefits including:

- Reducing planning times and improve accuracy of demand forecasting
- Improving communication and coordination of decarbonisation plans and infrastructure
- Streamlining processes to support emergency services achieve their decarbonisation plan and coordinate work to minimise disruptions

Delivering Connections Reform

Why it matters

The Clean Power 2030 initiative aims to achieve a decarbonised electricity grid by 2030. However, with increasing levels of renewable generation connecting to the network across Britain, transmission-level constraints are extending lead times beyond 2030 in some areas.

Connections reform is driving fundamental change to the management of the connections queue. This will enable some customer projects to connect sooner if they are ready to do so and their project is needed to support Clean Power 2030. While positive from a Britain-wide perspective, this change creates uncertainty for customers about the future of their projects. Customers also need to complete new processes, such as submitting evidence to the support the assessment of their projects.

2024/25 Focus and Impact

Our engagement and research have focused on understanding our customers' priorities as the landscape fundamentally changes, providing transparency to ensure customers are kept up to date with the latest information, and identifying how we can best support customers throughout the process.

Over the last year, engagement and research has enabled us to take action to support connections customers, including:

- Enhancing our Network Operational Data Dashboard to provide customers with greater detail on the planning milestones status of projects down to primary substation level.
- Keeping customers updated through three-weekly calls, including updates on new processes and developments with NESO.
- Co-developing our customer portal to make it easier for customers to upload and submit evidence.

➔ *Read our case study for more information, on page 11.*



Supporting customers through Connections Reform by providing greater transparency

What we learnt

Through our collaboration with NESO and other industry stakeholders we recognised that customers would need to be provided with additional information and support during the implementation of the new Connections Reform processes. We committed to continue to be as transparent with customers as possible even if we didn't have all the answers.

In addition, a key part of NESO's new process is the submission of evidence to demonstrate readiness. We identified customers needed support to meet this new requirement as it could be a complicated and lengthy process for them to find and upload up to 50 documents per project. Customers also wanted accessible information for non-technical experts, insights, and datasets to make sure their connections applications are correct first time, as they are often costly and time consuming.

What we did

Kept our customers updated

Due to the fast-evolving nature of connections reform, we have used existing customer forums and set up new regular touchpoints to keep customers up to date with information throughout the connection reform process, including:

- Distributed Energy Resources Forum: Held every six months, inviting customers such as Regen, not just network representatives to ensure balanced discussions.
- Scrutiny Panel: Used for more informal discussions and testing with a smaller group of DER developers.
- Three-weekly calls (new this year): Provides timely updates to customers directly impacted to keep them updated as the connection reform process evolves. This practice has now been adopted by other DNOs.
- One-to-one conversations: Offered personalised support for those customers needing extra assistance.

Customer feedback has shown they appreciate our transparency in communication, and we continue to use multiple channels to keep them informed.

Developed a customer portal to make it easier for customers to submit evidence

To make the evidence submission process as straightforward as possible for customers, we have developed a portal that allows users to log in and upload evidence over time, view and track submissions in one place, and easily identify the status of each piece of evidence. Customers have visibility of how projects are progressing across their whole portfolio of projects and if any action is required. Our teams can also manage large amounts of information from customers all in one place, reducing reliance on emails and spreadsheets. They can also review evidence and provide feedback to customers as it is uploaded, to support them to rectify issues before the deadline.

Enhanced our Network Operational Data Dashboard

We enhanced our user-friendly Network Operational Data Dashboard (NODD) to better support customers with the insights and software they need to navigate the application process. This now shows the planning milestone status of projects down to the primary level view, from 58 transmission boundary points to 981 grid and primary substations. For more information on our NODD and more, visit our [DSO Performance Panel Report 2024/25](#).

Impact

These improvements have contributed to:

90%

DSO customer satisfaction in 2024/25, up from 87.3% in 2023/24

#1 DNO

on major connection customer satisfaction

95%

customer satisfaction at our latest DER forum in Spring 2024/25

97%

customer satisfaction at our latest metered customers forum in Spring 2024/25



Being a socially responsible business

Why it matters

Our vision is to be a respected and trusted corporate citizen, and an employer of choice. Upholding our commitment to social responsibility is not only the right thing to do for our customers and communities, but also essential. As external political, social, and economic dynamics continue to evolve, our responsibility to act transparently and uphold our social commitments has never been more critical. From rising public distrust in utilities to ongoing cost-of-living pressures and global socio-political shifts, the context in which we operate is increasingly complex.

To build and maintain trust, we are focused on delivering across a range of priorities, from customer service and support for vulnerable customers, to advancing our Environmental, Social and Governance goals, and championing Equality, Diversity and Inclusion in everything we do.

2024/25 Focus and Impact

Our engagement and research has focused on learning and sharing best practice, understanding evolving customer needs and expectations, building trust through transparency, and understanding emerging issues that our stakeholders face. Engagement and research have helped our teams deliver greater value for our communities and uphold our role as a socially responsible business by:

- Delivering industry-leading customer service, achieving 94.2% customer satisfaction.
- Increasing our Priority Services Register (PSR) to 3.1m (93.5%) of eligible households, +21% on 2023/24.
- Supporting 154,186 vulnerable customers at risk of being left behind in the transition to Net Zero.
- Supporting 103,168 customers in or at risk of fuel poverty.
- Securing commitment from 78% of our suppliers to our Code of Conduct.



Adapting our consumer vulnerability programme to meet the evolving needs of customers

Understanding the needs of our customers is crucial to providing tailored, targeted and impactful support. Vulnerability across our regions is continuously evolving, and understanding the needs and expectations of our customers informs our decisions when designing our programme of support.

We triangulate insights from multiple sources to keep our understanding of customer needs current, including:

- Industry engagement e.g. partner roundtables
- Customer engagement e.g. focus groups
- Innovation and data
- Customer satisfaction surveys and feedback
- External benchmarking and best practice

What we learnt

More customers are struggling to afford essentials, with rising demand for support year-round, instead of a winter peak

Reducing impact on the climate often isn't a priority for vulnerable customers if they are dealing with pressing issues or are in crisis

Customers feel the PSR is hidden and their awareness of the support available to them is low

What we did

• **Engaged with Warm Welcome to develop a year-round programme of support:** Our engagement with 10 core warm hubs in high fuel poverty areas revealed that each warm hub operates differently and needs varying levels of support based on community needs. These insights are shaping our plans to develop a year-round programme of events and support tailored for each hub, designed to help scale up support available throughout the year. We are also working to involve our partners and other utilities to provide broader, joined-up advice on both energy and water.

• **Integrated Net Zero support into broader discussions on energy efficiency and cost-saving:** We conducted energy efficiency surveys to reduce heat escaping from customer homes. We partnered with Energy Action Redhill and Reigate (EARR) to conduct home visits and thermal imaging assessments to identify ways to enhance energy efficiency and reduce heat leaking from customers' homes. These surveys helped customers make their homes warmer, reduce energy consumption, and lower their bills, both boosting energy efficiency and benefiting the environment.

• **Raised awareness of the PSR and energy advice among medically dependent customers:** Through a joint campaign between all DNOs and the National Pharmacy Association, we achieved significant outreach including distributing 250,000 printed PSR guides via 5,000 pharmacies

• **Developed partnerships with Asthma and Lung UK and Kidney Care UK:** Together we have developed online resources, as well as training to be rolled out over the next year to support call advisors to better identify and register those eligible for the PSR.

• **Collaborated with Mumsnet and Peanut to promote the PSR to parents:** These platforms offer a safe online space for parents to access advice, information, and community support. Through multiple campaigns including newsletter and partnerships with social media influencers we engaged with over 9,000 customers.

For more information on how we engage with customers and stakeholders to shape our consumer vulnerability programme and meet evolving needs, visit our [Annual Vulnerability Report](#).

Impact

Over 2024/25, taking an insight-led approach has enabled us to meet the evolving needs of customers, reach more customers with meaningful support:

13,740

customers engaged with via campaigns, contributing to 3.1m (93.5%) eligible households being registered to our PSR (+21.3% on 2023/24)

154,186

customers at risk of being left behind in the transition to Net Zero received support including:

- 1,883 home energy audits taken place
- 845 smart packs distributed

103,168

customers in or at risk of fuel poverty received support including:

- 1,584 fuel vouchers issued
- 20,039 offers of income maximisation support

Meeting our customers' evolving expectations during planned power cuts

Planned power cuts are vital for maintaining and upgrading the electricity network to ensure a safe and reliable supply. While necessary to allow engineers to carry out repairs and prevent future outages, they can be inconvenient for customers. Despite strong overall satisfaction with our customer service, we struggled to improve satisfaction with our planned power cut journey, even when delivering the same service that previously met expectations. Building on work detailed in our 2023/24 Ongoing Engagement Report, we identified a need for deeper insight into customer expectations to enhance their experience during these disruptions. This year, we partnered with the Institute of Customer Service (ICS) to conduct a comprehensive survey of over 500 domestic customers, including those in vulnerable circumstances.

What we learnt

Customers have a strong preference for varying support available to them based on the season

Customers highlighted the importance of clear contact details should they need further information or support

Customers expressed a need for timely reminders ahead of planned power cuts

What we did

Customers impacted by planned work have the option to choose one free support item from our online portal. We seasonally rotate the support items available for customers on our online portal, offering more relevant support depending on the time of the year. For example, we provide light provisions such as torches and electric blankets in the darker, colder Winter months.

We have revised our communication templates to highlight our telephone number and email address, to enhance accessibility.

Outbound calls were increased to provide personalised support and we have extended the notice period ahead of planned work. We now send multiple email reminders to customers before any work takes place, while continuing to send a written postal notice for those who prefer traditional communication methods.

Impact

2,588

support items provided to customers in a planned outage via our customer portal

91.8%

customer satisfaction with our planned power cut journey

Engaging with our supply chain to drive targeted carbon action plans

In our previous Ongoing Engagement Report, we shared how we were engaging with our supply chain to drive progress towards ambitious carbon reduction targets and enhance our carbon reporting. Over the past year, we have continued to make progress, maintaining supplier commitment to our Code of Conduct and embedding our Embodied Carbon Tool within the business to reduce carbon emissions from major projects.

We are continuing to see tangible results, including:

- Over 140 suppliers using our supply chain reporting tool, with targeted action plans continuing to drive further reductions with 12 of our highest emitting suppliers.
- 78% of our supply base are signed up to our Code of Conduct, committing to standards of best practice. We are also developing a supply chain compliance matrix to pinpoint areas to target action with our suppliers to ensure they are fully compliant.
- 51 colleagues and 137 suppliers registered to our newly developed supply chain sustainability to build their knowledge and skills.



A resilient network customers can rely on

Why it matters

Climate change is expected to increase the frequency and severity of extreme weather events. At the same time, increasing cybersecurity risks pose significant challenges to the stability of critical services. Energy networks, as central components of critical infrastructure, are particularly exposed to these vulnerabilities. To ensure we can continue to deliver for our customers no matter what, we engage across three key areas of resilience: organisational, climate, and community resilience.

2024/25 Focus

Our engagement with other industries, critical infrastructure operators, local resilience forums and customers informs our plans to ensure we have a resilient network, today and in the future, by focusing on:

- Understanding future risks
- Learning from how others have handled past events
- Developing informed plans to mitigate against them.

This is vital to ensuring we have a resilient network and can plan long term to maintain a reliable service.

The following case study demonstrates how our current engagement efforts are laying the groundwork for long-term resilience. The insights we have gained are already shaping decisions that will influence future business plans, with outcomes expected to be reflected in ED3 and beyond.

Understanding the impact of climate change to maintain a resilient network in the future

To ensure we can continue to deliver for our customers and the communities we serve, we need to understand the impact of extreme weather on integrated infrastructure and the effect of climate change on assets in the future. Over the years, we have continued cross-industry collaboration to understand the impact on power supply disruptions, and the knock-on impact of those power cuts on other critical infrastructure, to improve decision-making and mitigate risks.

What we learnt

In previous years, we gained key insights into the climate resilience of the energy sector. This included the need for tools that go beyond traditional planning approaches, and the lack of data to inform asset behaviour models under extreme heat conditions without expert input. As a result we developed a platform that uses digital twin technology to help safeguard infrastructure networks against the impacts of climate change. By creating virtual replicas of assets and combining historic and predictive data, we can simulate how systems like power lines would perform during extreme weather. Through bringing together data from electricity, water, gas, and telecoms to map interdependencies and identify shared risks, we can make smarter investment decisions and build long-term resilience across sectors.

What we are doing

Building on previous work, through the CReDO+ (Climate Resilience Decision Optimiser) project, we are working with Connected Places Catapult, Computational Modelling Cambridge Ltd, Science and Technology Facilities Council, Cadent Gas, National Gas, SP Energy Networks, National Grid Electricity Systems Operator and the University of Edinburgh to enhance the digital twin platform. Our aim is to support more effective investment planning for resilient infrastructure and improve understanding of the cascading risks posed by extreme weather events such as flooding, extreme heat, and high winds.



Understanding the impact of climate change to maintain a resilient network in the future continued

We are engaging with a range of stakeholders to inform development and ensure the final solution meets the needs of users across the energy sector and beyond.

Examples of what we have learnt through engagement in 2024/25:

Why we are engaging	Who we are engaging with	What we have learnt so far
To understand current climate resilience approaches, planning and operational practices and key challenges to inform development of the platform	Project partners Cadent, National Gas, NESO, SPEN, Anglian, Thames and BT via interviews and workshops	- Greater collaboration and mutual understanding of the interconnectedness between sectors could lead to more efficient asset management and informed investment planning. - A shortage of skills and expertise in handling complex data models limits effective decision-making around climate resilience.
To develop asset risk and cascading risk models and determine the data required to support the models and planning	Project partners Cadent, National Gas, NESO, SPEN, Anglian, Thames and BT via expert elicitation interviews	More detailed weather data is needed to enhance the understanding of climate impacts on assets and inform network resilience planning.
To understand evolving regulatory requirements to ensure we build a platform that meets current requirements, supports industry adoption, and aligns with future ED3 needs	Ofgem, the ENA and network operators' regulatory teams via the ENA climate change resilience working group and bilateral meetings	There are opportunities for the tool to support new requirements from Ofgem including the introduction of stress testing in 2025/26, as well as align measurement and reporting on climate resilience in the future.

Insights from this engagement will continuously guide the CReDO+ project and are critical to ensure the development of a platform that meets user needs over the next three years. Although the project is currently in the early stage of scoping out requirements for the end solution, engagement will continue to inform decisions throughout the project. Our goal is to ensure that the platform can be adopted by organisations and regulators to efficiently plan, measure, and report on resilience as we approach the next price control period.

Expected Impact

Through the CReDO+ project, we anticipate the following impact:

- Greater understanding of how infrastructure networks are connected and where risks lie, helping us plan and ensure a more resilient electricity supply.
- Strengthen coordination across sectors to target resilience measures more effectively, reducing disruption and costs.
- Develop practical tools to guide strategic investment and long-term planning, minimising climate related impacts on the electricity network and other infrastructure.
- Enhance the existing CReDO platform to support consistent resilience measurement and reporting, key for regulatory compliance and long-term planning.



Ensuring we have the resources, skills and materials to deliver

Why it matters

As the UK accelerates its transition to Net Zero, demand for critical materials and skilled labour is rising, driven by the need to enable Clean Power 2030, connect low-carbon technologies, and maintain and invest in infrastructure. At the same time, global supply chain pressures and competition for talent are intensifying and technological advancements, from smart metering to AI, mean new skills are needed to ensure we can harness the opportunities they present. As we look to the future, the scale and pace of change required to meet Net Zero targets will only increase, placing even greater pressure on the availability of specific, in-demand skills.

To meet this challenge, we must ensure we have the right type and volume of resources at the right time, across both our workforce and supply chain. Engagement and research play a key role in informing our strategic workforce and supply chain planning to deliver our plans.

2024/25 Focus

Over the last year we have gathered insights from a range of sources to inform our strategic planning including:

- Industry reports
- Feedback from our own staff, candidates and recruiters
- Monitoring external factors that could impact workforce availability and planning in our regions, such as local and regional infrastructure projects and emerging technologies

What we have done

Insights gained from these engagement and research activities, along with data and modelling, have informed our forecasts and our approaches to secure the skills and resources we need.

This has enabled us to:

- Forecast workforce needs, identify gaps and develop targeted action plans to fill them
- Understand shifting employee expectations to help attract and retain talent in high-demand roles
- Collaborate across the industry and with other sectors to overcome shared challenges on recruitment and skills gaps
- Work with existing contractors on how they can scale their operations.

Next steps

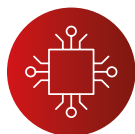
As we look ahead to ED3, our planning will continue to evolve to reflect the anticipated step change in investment indicated by Ofgem, as well as the growing need to connect low-carbon technologies. Engagement and research will inform our strategy and actions to ensure stakeholders can have confidence that the plans we put forward for ED3 are deliverable.



Impact

Our strategic focus on this area has led to:

- A detailed understanding of resource needs and where we have resource shortfalls
- Plans to address current and future gaps in our workforce



Understanding the opportunities of data and technology

Why it matters

With the rapid growth of AI and the increasing demand for data, coupled with the continuing trend towards digitalisation, it is vital that we understand how to unlock the potential for data and technology to benefit our customers. Engagement and research play a key role in understanding the rapidly evolving digital and data landscape and identifying how we can meet our customers' needs and drive efficiency through new solutions, data tools and services.

2024/25 Focus and Impact

Engaging with customers, we identified the following priorities which have shaped our focus across data and technology this year:

- Helping customers connect faster and at lower cost by going beyond mass publishing of data to focus on releasing high value datasets
- Supporting the needs and decarbonisation goals of emerging customer segments
- Further enhancing the accuracy, maturity, and reliability of our data tools

Over the last year, insights from engagement have enabled us to deliver new datasets, dashboards and data services to meet our customers' needs, including:

- The Connections Lab, a digital tool developed in-house that allows connections developers to cut the cost and time of optioneering, which has already saved £2.84 million in connections applications ➔ [Read our case study for more info, page 19.](#)
- Releasing 12 new DSO datasets, including data centre utilisation and profiles, which support developers and local authorities in planning for future power needs and data centre impacts.
- Using smart meters as network sensors, resulting in near 100% visibility of the secondary substation network and unlocking grid-edge services, such as flexibility services for customers.



Enhancements to data and tools to inform connections decisions

Connections reform and Clean Power 2030 have increased demand for timely, location-specific data. We've redesigned our customer journey, working closely with developers and generators to tailor our data releases, services, and products to meet their evolving needs and support their connections ambitions.

We developed The Connections Lab, a free, publicly available web app that empowers customers to run detailed pre-application connection assessments anywhere on our network. Crucially, the app gives customers the information they need to support informed investment decisions. This will accelerate connections and therefore progress towards Clean Power 2030. Previously, the only way to get this insight was to pay for a connections application.

For more information on the Connections Lab and more, visit our [DSO Performance Panel Report 2024/25, page 11](#).



It is industry leading. It's like having our very own staff at UK Power Networks. It answers our questions in minutes rather than weeks. Time is critical to meet Clean Power 2030.

Luke Yeo
Principal Power Systems Consultant, Blake Clough Consulting



How engagement helped us develop the app to meet stakeholder needs:

What we learnt	How it informed our actions	Benefit to our customers
Developers wanted a more interactive way to explore the data, to more quickly and easily evaluate where to apply for a connection. They asked if we could release the DSO-built software that the DNO planners use for curtailment reports	We developed the Connection Lab to enable customers to test any project size, technology, or location against live network constraints and connections queue positions. It refreshes every two hours with the latest DNO planning data, instantly reflecting changes in the queue like project cancellations for up-to-date insights.	Empowered customers to get insights beyond just data releases, without having to pay or wait for an application outcome. By changing the assumptions, users can analyse the impact of removing projects from the queue. This lets our customers tailor studies to their investment risk appetite.
Customers increasingly needing to test various scenarios at numerous sites before deciding where to connect	To meet customer needs quickly, we built the app in-house, saving time and cost while ensuring it worked seamlessly with our internal systems. We formed a working group of ten engaged representatives from across the connections market, including IDNOs, developers, consultants, and independent business services.	The working group steered feature requests and development of the app through virtual, face-to-face and hands-on sessions to trial and test the app to ensure it met customer expectations and enabled customers to test the scenarios they wanted.

Impact

59

companies are registered to the Connections Lab, resulting in 397 studies run and 17GW analysed (between December 2024 and March 2025)

£2.84m

equivalent cost of connections application avoided for customers*

54

years equivalent time awaiting application outcome avoided for customers*

* Based on average application cost of £7,142 and turnaround time of 50 days

Driving industry improvements

What we learnt

As we make more data available to support faster, smarter decisions, strong data quality and governance are critical to ensuring trust and usability. Improving the accuracy, maturity, and reliability of our data, and the standards that underpin it is essential.

What we did

We collaborated with Ofgem's Energy System Digitalisation Team to define an objective maturity framework for Ofgem's Data Best Practice principles, which underpins data culture excellence. Placing objective criteria for improvement against the principles has helped us to quantify and improve our own performance. This has enabled us to grow our maturity score from 62% in 2023/24 to 78% in 2024/25; we now exceed Ofgem's baseline expectations (60%) in all principles. We have published the maturity framework to encourage other energy stakeholders to drive improvements in their own data maturity. The framework helps us to identify opportunities for improvement, such as introducing real-time data quality detection for sensitive data sets. For example, within our new Switchgear Short Time Fault Rating data dashboard, over 142,000 switchgear records are analysed for discrepancies in real time, enhancing the efficiency and accuracy of the network planning work that depends on it.



For more information about how and why we engage with customers and other stakeholders, visit our website here.

If you would like to give us feedback or speak to our engagement team, contact us at stakeholder.engagement@ukpowernetworks.co.uk



A full list of our contact details can be found at:
www.ukpowernetworks.co.uk