

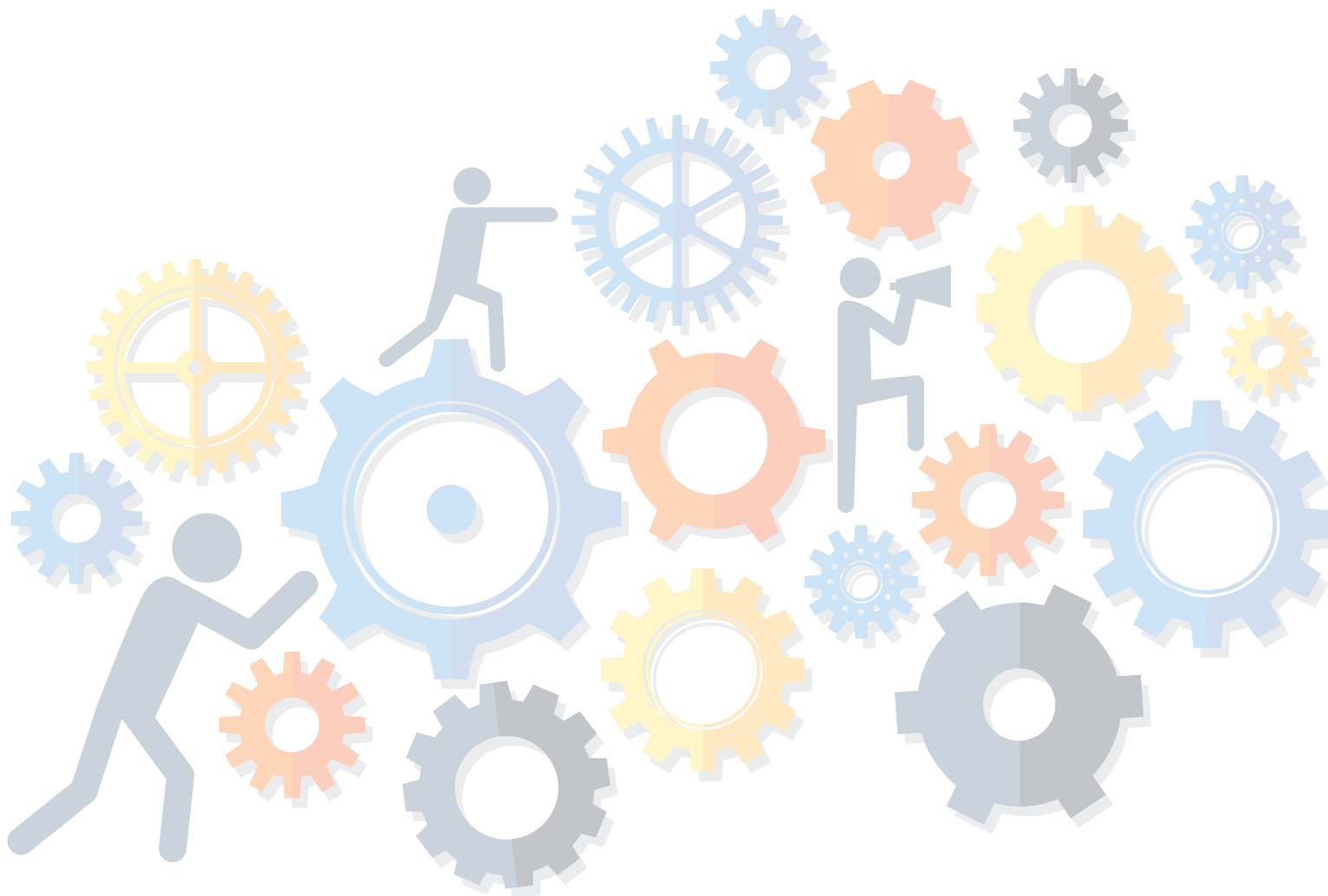
The Voice of the Networks

enda
energy**networks**
association

Working together for better results

SECV joint submission
Electricity DNO Collaboration 2017-18





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Working together for better results



Every day, non-stop, the UK's six Electricity Distribution Network Operators go about their individual business.

But there are many times when there is strength in numbers.

When we come together to make a single unit, we can drive forward change, deliver efficiencies and make sure important messages are heard.

The ENA's Distribution Network Operators Stakeholder Engagement Best Practice Working Group was formalised in 2015/16. Already it has made significant progress across various – and diverse – areas.

Since then we've built on previous successes, strengthened links and developed new groups which will continue to work hand in hand with a view to making future improvements.

In the past year, we launched a campaign that has delivered vital safety messages which we hope can help prevent accidents and even save lives.

We continue to work hard to make sure as many people as possible know about our ground-breaking 105 emergency number and crunched data to help us all build up a picture of where our future responsibility to our customers in vulnerable circumstances will lie.

We combined forces to overcome technical challenges so smart meters can reach their potential, and we've continued to strengthen our community energy engagement.

We've also shared ideas with each other – and our stakeholders – to create an exciting new innovation strategy to help us meet the demands of a changing energy landscape.

Sharing experiences, resources, ideas and information means we can serve our customers much better. We can tackle problems more efficiently, which means we can keep costs down, and bring high quality outcomes for stakeholders.

In the pages that follow, you will find out how we have worked collaboratively over the past year to achieve a range of successful outcomes.

But we are also looking forward. We are already developing fresh collaborations that will take us into the year ahead.

Sharing experiences, resources, ideas and information means we can serve our customers much better. We can tackle problems more efficiently, which means we can keep costs down, and bring high quality outcomes for stakeholders.

Collaborative initiatives featured in this document

Initiative	Description	Outcome
Putting safety first: Look Out Look Up!	Being around overhead power lines is risky. It's vital to be aware, plan ahead and to know what to do. We came together to raise awareness among those most at risk so they could stay safe.	Energy Networks Association and the six DNOs launched a nationwide safety campaign, Look Out Look Up! The campaign successfully uses a powerful range of information channels to drive home the message.
Looking out for number 105: Raising awareness together	A power cut can take customers by surprise. Our national emergency phone number 105 helps them get assistance faster and easier. We teamed up to ensure it's the first number that comes to mind.	DNOs united to create a major joint campaign which highlights 105 as the number to call in a power cut. A series of videos and measures to raise visibility are helping to embed 105 as the 'go to' number.
Joining forces: Engaging with community energy	The shift to a new energy landscape is happening. Working effectively with community energy has never been more important.	Two successful community engagement events were held, and a second guide produced to help stimulate community engagement. There are plans for further events in the future.
Smart working: Tricky challenge gets fast results	The future is smart. DNOs have worked side by side to help pave the way for the complex technology that enables clear communications between smart meters and the network.	Three DNOs worked hand in hand, sharing progress. This efficient and smooth approach brought customer savings and achieved early success.
The Future of the PSR: Using data to support customers in vulnerable circumstances	The energy landscape – and the population – is changing. DNOs need to know how these new pressures may affect the way they plan their support for customers in vulnerable circumstances.	Research was carried out to help all DNOs understand how their Priority Services Registers might change in the future. It will help us plan our approach to caring for customers in vulnerable circumstances.
Innovative spark: Working together to change the future	A strong culture of innovation amongst DNOs has brought significant improvements in costs and services to customers. We wanted to take that further, to help meet the needs of an evolving energy landscape as efficiently as possible.	DNOs have joined together to produce a joint Electricity Network Innovation Strategy. Significant work with stakeholders has ensured their voices have been heard every step of the way.

Putting safety first: Look Out Look Up!

Working in the vicinity of overhead power lines is risky. It's vital to be aware, plan ahead and to know what to do if the worst should occur. We wanted to raise awareness among those most at risk so they could stay safe.



Coming into contact with an overhead power line could kill or cause life changing injuries.

Danger signs

On average, one farm worker dies each year as a result of contact with an overhead power line.

In the last five years, there were 1,140 near-misses involving machinery and overhead power lines where serious injury or death was a possibility.

Research carried out by the ENA revealed people aren't always aware of the risks. **Over two thirds (68%) didn't know the minimum distance between the ground and an overhead power line, or the maximum voltage of an overhead power line (69%).**

With a clear shortfall in knowledge, and farm machinery getting ever bigger, the six DNOs came together with the ENA to launch a nationwide overhead power lines safety campaign, *Look Out Look Up!*

Straight talking messages

Our stakeholders say video and visual messages are particularly effective, as are short 'on target' posts that can be shared through social media.

These messages had to be authoritative and consistent across each DNO, with the ENA clearly positioned as the 'trusted' source of the advice.

We also needed to ensure we made absolutely clear just how serious this issue is.

The people we were targeting had to know – in clear language that doesn't sugar coat the issue – that coming into contact with an overhead power line could kill or cause life changing injuries.

Getting the word out

Our main target audience was those most at risk from overhead power lines - construction and agriculture workers.

However, there is a secondary audience spread across a diverse range of sectors, such as anglers, balloonists and road haulage workers. All may engage in activities near overhead power lines.

As well as understanding the risks posed by equipment touching overhead power lines, they all need to know that high voltage electricity can jump gaps – just getting too close can be dangerous.

They must also know what to do should their machinery or equipment touch an overhead line.

Working with trusted organisations such as the National Farmers Union (NFU) and MPs, meant our information could be shared as widely as possible to reach relevant groups.

In April 2018, the Look Out Look up! film won the
Gold World Medal
in the Public Information category, and
Bronze World Medal
in the writing category at the New York Festivals
World's Best TV & Films competition.

Spotlight on safety

Our *Look Out Look Up!* campaign was launched on 17 January 2018.

At its heart is a dramatic short film depicting an alarming farm accident showing just how devastating an incident can be. In April 2018, The Look Out Look Up! film won the Gold World Medal in the Public Information category, and Bronze World Medal in the writing category at the New York Festivals World's Best TV & Films competition.

Alongside, we developed strong content and images tailored for Twitter and Facebook. Our Twitter campaign began with a Thunderclap message which reached 609,773 people, with support from the Health & Safety Executive (HSE), Police Scotland and the NFU.

We also created a package of material for DNOs to use to deliver this vital safety message and featured a case study of a farmer involved in a real-life accident.

We had four key priorities:

- Raise awareness of the risks
- Increase understanding of how to deal with them safely
- Motivate people to adopt safe behaviour
- Encourage them to recognise 105 as the national number for power emergencies across the UK

Life-saving advice

As well as stressing the risks of working around overhead power lines, our joint *Look Out Look Up!* campaign delivered potentially life-saving advice.

It stressed the need to become familiar with what is safe, to form a habit of assessing risk, and to share knowledge with others.

We offered practical advice as to what to do in an emergency, and highlighted that the national, free 105 emergency number to connect to the local network operator.

Summary

DNOs have come together to address the gap in knowledge related to working around overhead power lines and to deliver what could be life-saving advice.

By working together we have delivered a consistent, nationwide message across various channels and with a strong, authoritative voice.

Find out more

Discover more about *Look Out Look Up!* here

<http://www.energynetworks.org/electricity/she/safety/safety-advice/overhead-power-lines-safety-campaign.html>



“I am now much more careful. Certainly with having two young children, it does make you more cautious. I now try to think twice before doing anything.”

Farm worker

Looking out for number 105: Raising awareness together

A power cut can take customers by surprise. Our national emergency phone number 105 helps them get assistance faster and easier. We want to ensure it's the first number that comes to mind.



Who you going to call?

Customers expect to flick a switch and the lights come on. For most, power cuts are very rare.

Remember the winter storms of 2013-14? They caused widespread problems. While almost all power cuts were resolved within 24 hours, it was clear that a number of customers were confused as to who they needed to contact for help.

The right number

The six DNOs came together to deliver a solution: a simple three digit phone number – **105** – that would connect customers to their local network operator.

After two years of development the 105 number was launched in September 2016.

The 105 emergency number is:

- Easy to remember, particularly handy if the lights do go out.
- Straightforward, and connects customers to a helping hand straight away, so their overall experience is enhanced.
- Helping to raise awareness of the difference between the people customers pay their bill to, and the DNOs who distribute electricity around the country.

Getting the word out

DNOs have worked hand in hand to raise awareness with customers and key stakeholders to get the message out that 105 is their first port of call in a power cut.

Latest figures reveal that awareness has increased from 9% (Sept. 2016) to 11% (Oct. 2017).

But we need to make sure that as many adults in the UK as possible are aware that it exists, and tell them what it does. That's 50 million people to reach, even though Energy Networks Association surveys show power cuts are not a top of mind concern for many.

To get there, we've come together over the past year to raise awareness of 105.

Be Winter Ready

All six DNOs and gas distribution networks joined forces to launch the first national **'Be Winter Ready'** day on the 2 November.



We targeted national and regional press, and explained how 9.5 million people across Great Britain admit they don't carry out basic preparations for winter, while 72 percent don't know who their local gas or electricity network operators are.

We received media coverage, and our important 105 message reached

861,623
people on social media

Getting 105 noticed

We've taken big steps to ensure the 105 number is highly visible.

It now features on all DNOs' communication materials. It's on van livery, social media, websites, customer literature, press releases and many other communications channels.

It's featured prominently in individual DNOs' seasonal awareness campaigns across television, websites and social media.

Research revealed pharmacy bags are often retained for quite some time, so we're reaching vulnerable customers by using the bags to promote 105.

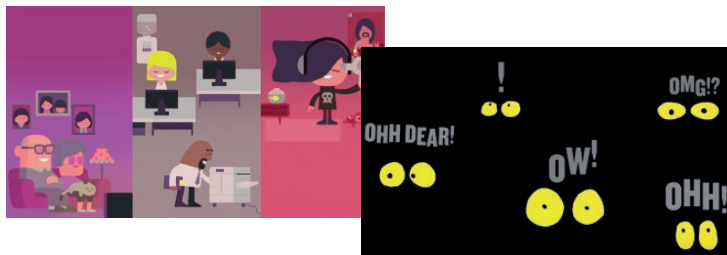
Picture this...

Videos are a good way of getting a strong message across.

We launched our 105 number with a video. Now we've created a series to help explain how calling it sets in motion the network of support for customers during a power cut.



People Behind the Power takes viewers on a journey from that first 105 call to the lights going back on. It explains the roles played by DNO staff, from call centre to engineers.



A new **'Power Cut 105'** animation explains in fun, easy to remember terms how DNOs have come together to make it easier to report a power cut or find information by calling 105.

Diary of a 105 Emergency Call, commissioned by network partner Vodafone, follows a typical 105 call from the perspective of a response engineer and features the Director of Policy & Gas for the Energy Networks Association.

Summary

By working together DNOs have created a single national emergency number, simplifying the process for customers to get assistance in a power cut.

We will continue to work together to devise inventive ways to spread the message and ensure 105 is the first number that customers think of in a power emergency.

The videos have been viewed over
141,000
times across all DNOs' YouTube channels – and counting.

FACT: During storm Emma at the end of February 2018, the 105 number received 90,000 calls in 8 days – 12% more calls than the entire month of March 2017!

Joining forces: engaging with community

The shift to a decentralised, democratic and decarbonised energy system is moving at pace, and community energy organisations have a huge role to play.

Working effectively with these groups has never been more important.

Engagement matters

After a successful trial of joint events in 2016, all six DNOs agreed we could engage best with community energy groups by working under the Energy Networks Association banner.

Working this way means we can produce single, nationwide guides and events on issues such as how to connect storage to the network, rather than individual versions. As well as saving time and money, it produces more consistent guidance for community energy groups.

ENA events have proved popular with community stakeholders and provided a useful platform for sharing information.

Gathering interest

We built on these previous gatherings and came together once again for two **'Engaging Communities in Network Innovation'** events, held in Newcastle and London.

Both involved DNO senior staff, representatives from the ENA and Ofgem, not for profit innovation group Regen and Community Energy England.

Almost 160 participants found out about previous innovation projects, heard from industry experts and engaged with DNO representatives.

Sparking interest in innovation

This year the events focused on enabling communities to learn about network innovation. We wanted them to understand opportunities for engagement and how to participate in projects.

The events also gave DNOs a chance to better understand how communities want to be engaged with on innovation projects.

Case studies from communities who have successfully participated on innovation projects with DNOs were used as a basis for discussion and to inspire others.

Getting our message across

Feedback from both events was impressive: 100% of those who attended in London, and 95% in Newcastle, were 'happy' or 'very happy' with the event.

Participants rated the most useful session to be 'networking', followed by 'round table discussions'. They also highly rated our DNO-led panel discussion, that explained why DNOs have innovation strategies and the role of communities.

Local energy groups told us they want more 'face to face' opportunities, both in group settings and individually. They want 'surgeries', videos, webinars, podcasts, social media and briefing sessions on issues such as storage and a guide to initiating projects.

Providing information in places where communities are likely to look for it, offering the opportunity to upload content and using 'plain English' language in our communications, are vital.

Taking engagement further

As a result of our community engagement events, new guides have been produced for DNOs and community stakeholders. Each one cuts through the technical language and provides helpful tips on how to work together.



Our Electricity Network Innovation Guide for Communities highlights how previous innovative projects have worked and suggests how to engage effectively.

The new guide can be found here.

<https://www.regensw.co.uk/electricity-network-innovation-guide-for-communities>

This second guide continues the discussion and focusses on the need for innovation in a changing energy system. It explains clearly to communities what their role can be.

It has been distributed to communities and stakeholders through Regen's network and by Community Energy England, Scotland and Wales.

DNOs have also circulated it through social media, particularly during Community Energy Fortnight.



Looking forward

DNOs will host a third round of events in 2018 in two new locations, Edinburgh and Cardiff. That means over the three years, each DNO will have hosted an event.

At a more local level, DNOs are making contact with their own communities, they're sourcing inspiring case studies and sharing them through podcasts, local events and videos.

Key figures or newly appointed roles act as a point of contact, encouraging community energy groups to interact and share ideas and projects.



Summary

DNOs have worked hand in hand, to identify how best to engage with communities to deliver vital messages about network innovation in a way that's effective, clear and open.

“Being able to speak directly with DNOs to understand their challenges and to interact with other community energy groups was very enlightening. It allowed me to make some great contacts to work with other inspirational community groups.”

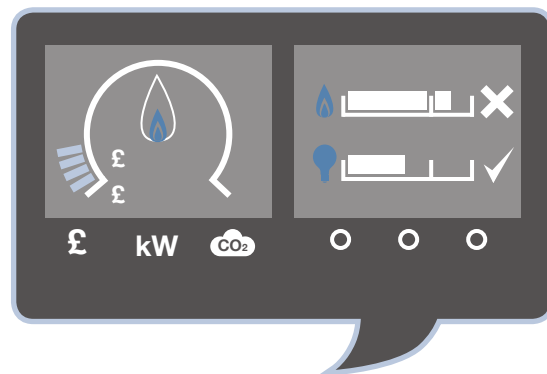
Maurice Dixon, Westmill Solar, Newcastle event

100%

of those who attended our *‘Engaging Communities in Network Innovation’* events in London, were ‘happy’ or ‘very happy’ with the event.

Smart working: Tricky challenge gets fast results

The future is smart. DNOs have worked side by side to help pave the way for the complex technology that enables clear communications between smart meters and the network.



Making meters 'talk'

Smart meters have an important role to play in the decarbonisation of the UK's energy landscape. Installing them in homes around the country is just the start.

They need to be able to 'talk' to energy suppliers, network operators and energy service companies, and receive information back.

That means the development of a communications infrastructure – or Gateway – which is overseen by the Data and Communications Company (DCC).

It's a major programme that involves collaboration between DNOs and technology experts.

A chance to collaborate

The Energy Networks Association's DNO DCC Interaction IT Group (DIG) was formed in 2013, with Northern Powergrid acting as the Chair. This group started the all-important development of what became known as the Network DCC Access Gateway (NDAG) requirements specification.

Strong collaboration between all DNOs was needed to ensure common understanding of the technical codes of connection. The group met regularly to determine, agree and deliver the final specification that could be then used in the procurement stage by all the DNOs. DNOs worked together to identify and set the requirements for the DCC Gateway and in May 2014 the NDAG documentation was ready.

Smooth operators, bigger benefits

Throughout 2016 those DNOs working with the same provider (Siemens) took turns to host meetings and joined in a common goal of shared learning and collaboration.

Along with Gateway partner Siemens, they developed a streamlined approach that meant they tackled similar tasks at the same time. They shared information on progress, the issues they encountered and resolutions.

As the national smart meter rollout project evolved and DCC delivery milestones were amended, they reacted accordingly, which helped keep down costs which, in turn, ensured good value for customers.

By collaborating, they delivered benefits that would have been difficult to achieve separately and continues the theme of collaboration set at the Gateway specification development stage by all 6 DNOs.

Ahead of the game

In October 2017 the first DNOs were able to celebrate the pending 'go lives' of their Gateway programmes ahead of schedule.

Their compliance with BEIS' DNO User Mandate meant they became DCC Users before 21 January 2018 – beating the industry deadline.

But it doesn't end there.

The collaboration was so successful, that the DNOs' smart meter collaboration group will continue, with future co-operation with all DNOs as the rollout gathers pace.

SIEMENS

Meeting fresh challenges

The initial collaboration group met at European Utility Week in October 2017 to lead discussions on smart metering cyber security and how smart meters can be used by DNOs in the future.

Now they are looking at collaborating on the production of DNO Data Privacy Plans.

This DNO partnership will continue, by embracing the same logic by which it began: that a smart energy future will be possible through effective communication and collaboration.

Our project at a glance

Major transformation programmes benefit from true collaboration and engagement.

Our programme involved:

1. 3 years of collaboration and counting.
2. 20 plus professionals around the table.

Summary

DNOs have collaborated to get maximum ROI from suppliers and set a precedent for cooperation that will shine through during the Smart Meter Roll out

“By co-operating with each other, the DNOs were able to drive efficiency and speed-up the gateway delivery process. The DNOs were also able to use the group to share approaches on common wider problems associated with smart meter delivery and develop and test solutions. It was an incredibly beneficial forum.”

Harvey Jones, Head of Smart Metering, Northern Powergrid

The Future of the PSR: Using data to support customers in vulnerable circumstances

All DNOs have long-established and increasingly extensive programmes to support vulnerable customers.

However, the changing nature of vulnerability and the revolution in how energy is generated, distributed and used means DNOs need an early understanding of how they may impact on their Priority Service Registers (PSRs).

NatCen

Social Research

Crunching data

The number of customers on each DNO's PSR has grown in recent years. Changes to PSR codes in 2017, an increasingly aging population and even potential demographic changes that may arise from Brexit, mean the size and composition of those PSRs may change in the future.

While data on future trends in aging, disability, birth rates is available, we wanted to consolidate it in one place so we could see how it may impact on our sector.

What we did

UK Power Networks took the lead in a project which would help all DNOs better understand how future health, economic, societal, environmental and political factors may impact on vulnerability, and how they may affect PSRs and the classifications they are based on in the coming decade.

The six DNOs agreed a research brief. NatCen, Britain's leading centre for independent social research, was appointed to undertake the research.



Putting data to work

NatCen used available data across a range of areas to predict demographic patterns. It looked at birth rate, an aging population, growth and reduction in certain health conditions, changing understanding of needs and vulnerability and immigration.

NatCen looked at four key questions:

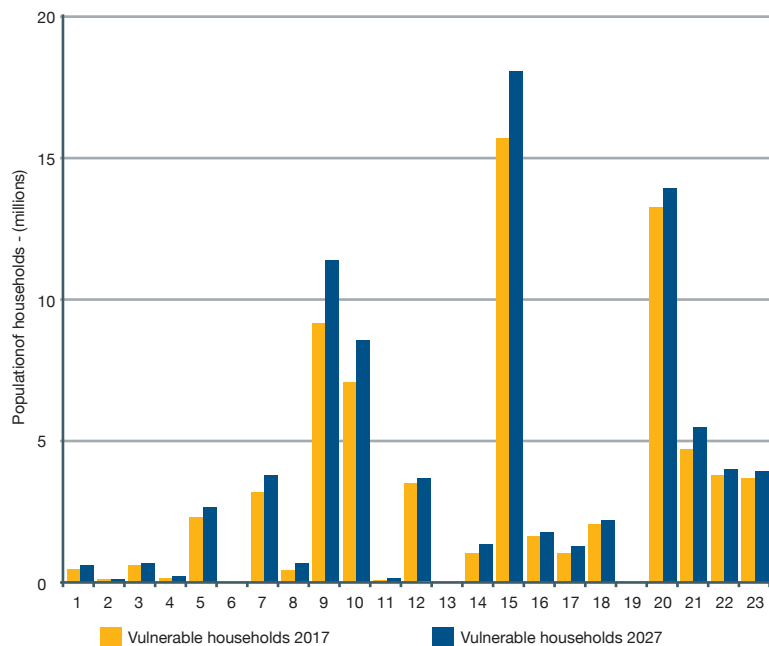
- Which categories of vulnerability are likely to increase?
- Which categories are likely to see a decrease?
- How will the overall numbers on the register shift?
- What new categories might emerge?

Drilling down further

We wanted to track the results against existing data. So the scope of the research was confined to the 23 historical needs codes.

- We determined the number of individuals that would currently qualify for each vulnerability category, and the households suitable for the PSR.
- Likely changes in the prevalence of each vulnerability in the population were assessed, as were the number of households likely to qualify for PSR in 2027.
- We considered what changes there may be in the PSR registration rates over time and computed the likely number of households on the PSR in 2027 based on the PSR registration rates.
- The forecasted number of households on the PSR was then apportioned to DNOs using patterns identified in the 2017 data.
- Each vulnerability category was forecast separately, while recognising that the number of unique households on the PSR can differ greatly from what top-line figures might suggest.
- To assess the overlap between vulnerability categories within households, we needed PSR data that identified all vulnerabilities each household was registered for.

The likely number of households that qualify for PSR, 2017 and 2027



What we found

The research predicted an overall increase in the number of households qualifying for the PSR over the next decade. No codes were forecast to decrease.

The graph above shows the growth against each need code. Our research has shown that needs code 9 (I am of pensionable age) and needs code 15 (I have a chronic / serious illness) are likely to see considerable growth and represent a significant proportion of the PSR registrations.

New vulnerability areas

The research found emerging areas of vulnerability.

1. Palliative care: A combination of aging population and medical advances means the need for palliative care is likely to increase in coming decades. It's expected that a growing proportion of patients will receive palliative care at home.

2. Increased reliance on medical devices: It is likely that new devices will emerge in the coming decades, with an increasing reliance on power.

3. Increased reliance on electricity: Our increasingly connected lives and the shift towards a greater reliance on electricity such as the need to power cars and a decreased reliance on gas for heating, may impact on our existing understanding of vulnerability to affect the amount and nature of support DNOs are required to provide.

4. Local generation: It is likely that micro-generation and energy (home) storage solutions will also increase. For some, that could mean their reliance on the local grid will decrease. New PSR intervention measures may be needed to cover future patterns of power consumption.

Our next steps

The research provides solid evidence that can be used to strategically plan for the PSRs of the future, and the additional support our vulnerable customers may need.

It will help us to target campaigns, plan budgets and begin to consider what new services customers may need in the future.

Summary

By working together and sharing information, DNOs have laid down the foundations for the service of tomorrow, so we can ensure our most vulnerable customers' needs are met.



Innovative spark: working together to change the future

A strong culture of innovation amongst the UK's DNOs has brought significant improvements in costs and services to customers in the past decade.

More than 700 projects have been delivered across networks to date.

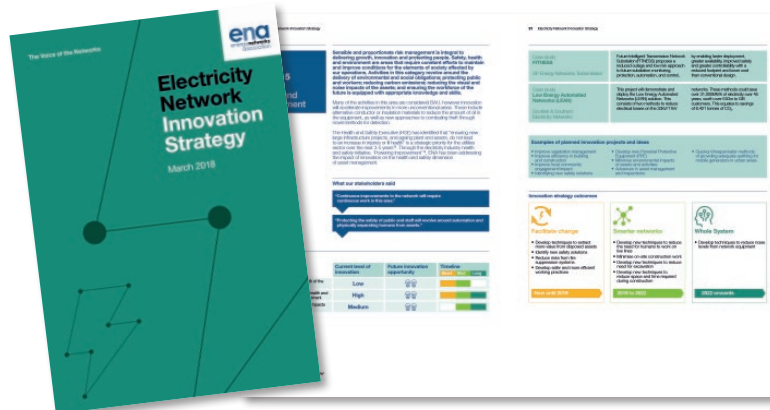
We wanted to work together further, so we could meet the needs of an evolving energy landscape as efficiently as possible.

Innovation matters

The energy industry is facing many challenges. Innovation is key to solving problems and meeting the needs of a new kind of energy system.

In June 2017 all DNOs agreed that sharing our innovative initiatives would help us best meet the needs of the evolving energy system in a more efficient way.

As a result, all available Innovation Strategies from UK DNOs, Transmission Owners (TO) and the system operators (SO) have been integrated into a joint Electricity Network Innovation Strategy.



The innovation strategy can be found here:

<http://www.energynetworks.org/news/publications/ena-publications/>

It means we can innovate together, coordinating our action on priority areas such as reducing cost to the customer, improving reliability and supporting the transition to a low carbon economy.

Giving stakeholders a voice

A successful and well-informed strategy means taking into account the wider industry viewpoint.

We analysed the challenges facing the industry and reviewed existing networks' innovation activities, which are influenced by stakeholders and their views.

Stakeholders' feedback and input has been important in shaping the document.

Open for discussion

We held two public consultations. The first gathered stakeholders' views on uncertainties and challenges faced by Distribution and Transmission Licensees.

The other was a more detailed consultation on how to address the opportunities and challenges identified using innovation projects.

There were two stakeholder workshops in Glasgow and London, which enabled a more open and in-depth conversation on the challenges and opportunities for future innovation.

The Low Carbon Network Innovation (LCNI) Conference involved a joint panel session on the innovation strategies with innovation representatives from the electricity and gas networks.

What we learned

In the first online consultation, stakeholders agreed with the overarching innovation themes and indicated clear priorities.

The consultation asked 64 questions about the innovation themes and categories to be covered in the strategy, with 49 respondents providing 5 key suggestions and 20 key statements.

These suggestions led to:

- 4 key insights on the scope of the strategy;
- 4 key takeaways on the supporting funding mechanisms; and
- suggestions of 13 further technologies and challenges to be included.

Throughout, we responded to feedback and made the appropriate adjustments.

The second consultation received a 75% agreement with the overall shape of the strategy. This consultation asked 46 specific questions, with 20 respondents providing 150 pieces of feedback.

Stakeholders commented on collaboration, opening up working groups and interacting with third party funding mechanisms.

Others requested clarification of what is considered 'business as usual' and what constitutes 'innovation'.

Again, we made changes based on feedback and consensus around the innovation categories.

Stakeholders at the LCNI conference panel session told us that flexibility, storage, reliability and efficiency are top of their priorities. Half felt direct contact with network licensees was the best way to get involved in innovation.

The Network Innovation (NI) Collaboration Portal was seen as a useful tool for establishing contact - it enables third parties to pitch project ideas to the electricity networks and alerts them of any 'calls for innovation'.

Throughout all of this engagement, we tracked changes and reviewed the development of the Innovation Strategy ensuring it aligned with its purpose.

Responding to stakeholders

The strategy has been greatly strengthened in response to stakeholder engagement:

- It now includes additional industry challenges proposed by stakeholders
- It places emphasis on flexibility, storage, reliability and efficiency



- It gives a stronger indication of what constitutes business as usual versus innovation
- It supports ongoing collaboration and opening up working groups
- It supports interaction with third party funding mechanisms

And the door is open for long term collaboration:

- 83% of stakeholders agreed there were sufficient opportunities to contribute to the Innovation Strategy.
- 75% of stakeholders agreed with the overall shape of the strategy.
- Half of LCNI stakeholders felt direct contact with network licensees was the best way to get involved in innovation.
- The Network Innovation (NI) Collaboration Portal was seen a useful tool for establishing contact.

Summary

DNOs and stakeholders have worked in partnership to create a strong joint innovation strategy to improve services and reduce future costs.

“This Strategy sets out a jointly agreed roadmap for ongoing innovation that accommodates the future requirements of the whole energy system in a collaborative way that delivers more collective benefit for less cost.”

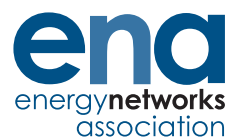
Geoff Murphy, SP Energy Networks, Chair of ENA R&D Managers Working Group

“More inflexible, distributed and micro-generative sources, electric vehicles and localised storage will exert greater pressures on the networks, and also create more opportunities. Although each area for innovation is important, it is the management and optimisation of these factors on a whole system level (whether community, municipality or national scale) which requires greatest innovation.”

Notes:

The DNO Stakeholder Engagement Best Practice Group





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