Electricity Distribution

DSO Performance Panel Report

Financial Year 2025-2026

nationalgrid DSO

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Foreword From our Managing Director

The pace of change facing our distribution system has never been greater. Growing demand for connections, rising levels of renewable generation and increasing pressure on affordability all mean that how we plan and operate our networks matters more than ever for customers and communities.

Against this backdrop, I am proud of what we have delivered this year. We met every commitment in our 2024–26 Strategic Action Plan and, in doing so, delivered £271m of quantified benefits for customers and stakeholders. For our household customers, that equates to more than £15 each in ED2 to date — tangible evidence that a smarter, more flexible approach to running the system can make a real difference.

A key focus for us has been giving customers and market participants better information, earlier. This year we significantly expanded our data collaborations and improved the quality, transparency and accessibility of our datasets. By publishing over 150 million curtailment datapoints and launching our self serve Curtailment Estimator, we have helped customers understand their risks and opportunities more clearly as they navigate their connection journeys.

We have also seen a step change in how flexibility supports the system. The launch of our FlexUp product is already reducing renewable curtailment and proving that well designed flexibility markets can scale quickly to deliver whole system value.

Our experience continues to reinforce the value of a functionally separate DSO. By providing clear, evidence based planning signals, we have supported our DNO colleagues to make right time, right place investment decisions that unlock positive outcomes for customers across the secondary network.

This year has also been one of reflection. As we develop our ED3 DSO Business Plan, we have looked honestly at what has worked well — and what has been harder — in our first three years. Feedback from Ofgem's Performance Panel and our stakeholders has helped us reshape our strategy around a clear Mission and seven Strategic Objectives, focused explicitly on the benefits our customers tell us they value.

I want to thank our teams and our stakeholders for their continued challenge, collaboration and support. Together, we are building a distribution system that is more flexible, more transparent and better equipped to support the transition to net zero for the long term.

Cathy McClay
Managing Director of National Grid Distribution System Operator

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Delivery of DSO Benefits

Our DSO Benefits

Delivery against our Strategic Action Plan

In 2024 we published our first two-year DSO Strategic Action Plan, created in collaboration with our stakeholders with a focus on delivering tangible benefits. The plan provides clear visibility of our deliverables and outcomes, and focuses our teams on what matters to our customers and stakeholders.

In March 2025 our Strategic Action Plan One Year On publication provided an update on our progress and set further actions.

To ensure delivery of all our commitments, we also improved our business processes to provide enhanced delivery monitoring as part of our monthly leadership team workshops.

Consequently, in 2025/26 we delivered all Strategic Action Plan commitments, yielding a substantive increase in realised DSO benefits this year: £271m which has risen from £88m last year.

These increased benefits have mostly accrued to NGED consumers and GB consumers, together with DER and FSPs. They are detailed further on pages 4-6.

Our increase in realised benefits compared to last year are driven by three core activities:

1. Flexible Connections:

This activity was not part of our DSO's remit in 2024/25, so was not previously reported.

For 2025/26, the new DSO Curtailment team is responsible for curtailment estimates and alongside other DSO and DNO colleagues has actively delivered new approaches to realise **£132m** in benefits in 2025/26 for a new target segment of network users.

2. Capacity added by reinforcement:

Our system planning teams direct new reinforcement to ensure that our network is not a blocker to connecting generation or demand.

This activity delivers benefits by allowing earlier connection. The realised benefits delivered in 2025/26 are **£95m**, up from **£64m** delivered in 2024/25.

3. Enhanced outage planning process:

Our DSO Operations team actively find and minimise curtailment of generation. The realised benefit has increased from **£8.4m** delivered in 2024/25 to **£22.1m** in 2025/26.

Our Realised DSO benefits this year **£271m**

Our Realised DSO benefits in the ED2 price control to date **£385m**

£15 per household to NGED customers.

Our methodology details how we have calculated benefits to households, enabling stakeholders to understand the impact our activities have on a per-household basis for NGED ED2 to date.

£2.36 spent per customer[1]

Our spend per customer is 15% lower than the spend per customer of other DSOs **(£2.76 per customer)**. We benchmark these spends using 2024/2025 data submitted by all networks to Ofgem.

£8.74 in benefits realised this year for every £1 we spend

This is more than double the average reported by other DSOs last year **(£4.24 in benefits realised per £1 spent)**. These ratios weigh the realised benefit published by each network with the spend information they submit to Ofgem.

[1] Note that this is annual data and not a reflection of how those costs are recovered through energy bills.

Impact of Connections Reform

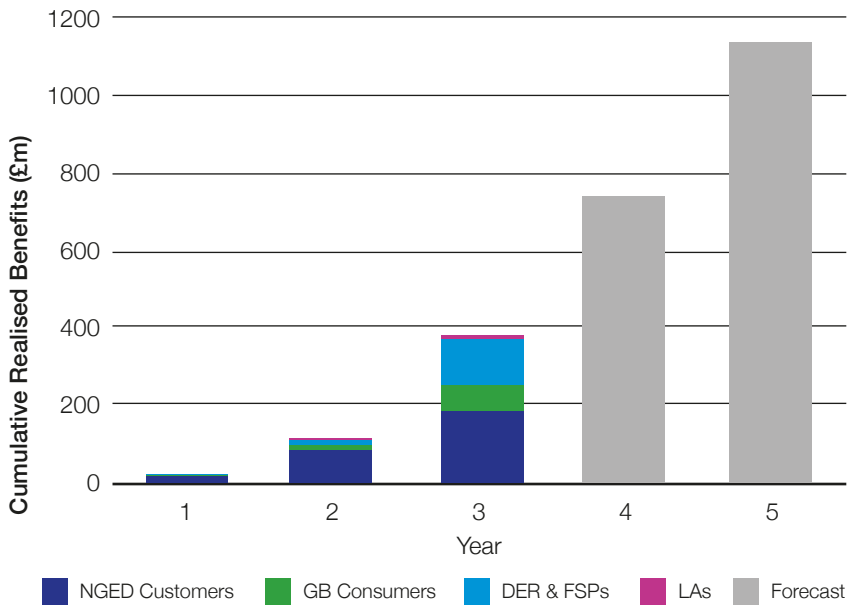
The majority of Connections benefits have been delayed because of delays to Connections Reform. In 2024/25, we forecast £12.2m of unlocked benefits would be realised in 2025/26 through Technical Limits, a DSO product that enables us to connect customers ahead of transmission reinforcement. The benefits of Technical Limits are realised once a customer has energised.

Unfortunately Connections Reform delays have increased uncertainty for investors and delayed the progress of their schemes beyond what was expected. Hence, we only record realised benefits of £2.57m from a 20MW scheme energised in 2023/24. Connections Reform remains a vital transformation for the sector and we have provided strong leadership to ensure distribution connections are fairly treated in the process.

We fully expect the unlocked benefits to be realised once generators receive their offers and can energise under technical limits.

To continue delivering benefits to connecting customers, we have course corrected by focusing on other connection related activities such as Flexible Connections.

ED2 Cumulative Realised Benefits (£m)



Our actions create local, regional and wider system benefits for a range of customers and stakeholders

Stakeholder Group	Description	Realised Benefits Y3 (£m)	Realised Benefits ED2 (£m)	Unlocked Benefits ED2 (£m)
NGED Customers	Benefits to customers in our licence areas e.g. savings on DUoS via a reduction in load-related expenditure.	98.48	186.56	587.23
GB Consumers (including via NESO)	Benefits to all energy network customers across Great Britain (GB), including our licence areas e.g. whole system cost reductions that lead to lower electricity bills across GB (including benefits to NESO which can reduce costs that flow through BSUoS).	56.86	66.62	769.46
Distributed Energy Resources (DER) and Flexibility Services Providers (FSPs)	Benefits to DER in our licence areas e.g. increased revenue from accelerated connections and to FSPs/Aggregators e.g. revenue from providing us with Flexibility services.	106.83	118.51	732.12
Local Authorities (LAs)	Benefits to Local Authorities e.g. improved efficiences in the development of Local Area Energy Plans (LAEPs).	9.08	13.41	70.88

Our published methodology is aligned with the DSO Collaboration methodology

We report DSO benefits under three categories: Realised, Unlocked and Ambition. We are conservative and rigorous in our approach to recording benefits under these categories.

We have recalculated benefits from previous years for this year's report, to account for methodological standardisation and allow year to year comparison. In 2025/26, we remain aligned to the HMT Green Book, but have built upon the approach we took in 2024/25 by adding several improvements. Revisions to reflect the ENA DSO Collaboration include reporting of our benefits in net terms, rather than gross. We have documented our discounting approach, including inflation figures used to report our benefits in a common price base for the first time. We have also reported new benefits that were not reported in previous years.

As with previous years, to ensure our reported benefits are bankable we have secured external assurance to ratify our approach and methodology from Sia Partners (a global management consultancy with extensive experience in the sector).

Delivering Benefits for our Customers and Stakeholders by Aligning our Ambitions with our DSO Strategy

NGED Customers

£98.48m
Realised Y3

£186.56m
Realised ED2 to date

£587.23m
Unlocked ED2 to date

Benefit numbers stated here refer only to those that accrue to NGED Customers.

Performance highlights

To date we have deferred **£174m** of reinforcement out of ED2. Reinforcement is targeted where our network is most constrained and informed by our DNOA process: **85%** of our secondary reinforcement last year was in areas with greater than **100%** utilisation, compared to an industry average of **39%**.

This demonstrates that we are keeping customer bills low by reinforcing only when it is in the interest of consumers, and that our DNOA process does not result in unnecessary investment.

Reduction in bills through deferred reinforcement

- **DSO Strategy Objective: Reliable, safe and affordable[2].**
- Reinforcement deferral this year has realised net benefits of **£3.59m** with savings to be passed back to consumers through DUoS.
- **£0.48m** of the **£3.59m** total relates to the schemes planned for deferral out of ED2 in our Business Plan and **£3.11m** relates to those we identified during ED2, with Totex savings of **100%** and **50%** respectively.

Making capacity available through our network options assessment

- **DSO Strategy Objective: Connect without network barriers.**
- Section 4 provides detail on our Distribution Network Options Assessment (DNOA) and explains our methods for right place right time investments.
- This year we have delivered **126MVA** of strategic reinforcement on our primary network.
- By considering a range of options to manage network constraints, we have realised **£94.9m** of benefits to NGED customers this year, bringing our Realised benefits to date in ED2 to **£178m**.
- Our efforts to date in ED2 have also unlocked further benefits to be realised in ED2 and beyond, calculated to be **£587m**.
- We monitor the utilisation of our network's firm capacity, giving confidence our approach ensures additional capacity is added in the right place.

Relevant KPIs

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Our internal KPIs monitor **Assets registered and pre-qualified on Market Gateway** and **Reinforcement investment deferred through targeted use of flexibility**.

Our external KPI reports **Direct vs Added distribution transformer capacity** and **Secondary Network Visibility**.

Rewarding customers for heat pump flexibility at scale by implementing innovation learnings

We are now actively integrating domestic heat pump flexibility into our business-as-usual flexibility markets, building on evidence generated through the EQUINOX (Equitable Novel Flexibility Exchange) innovation project. You can read more in the EQUINOX 'Transition of learning to Business as Usual' report.

EQUINOX was the first UK initiative to test heat pump flexibility at scale and directly informed our inclusion of heat pump flexibility in long-term tenders in 2024. Learning from the work has continued to inform how we integrate domestic energy technologies into our markets, including NGED's FlexUp service (launched in 2025/26).

Our continued efforts to learn from EQUINOX in 2025/26 have unlocked lower cost flexibility, supported market growth, and demonstrated how consumer technologies can play a material role in scalable, consumer-friendly flexibility markets. These benefits of innovation adoption into business-as-usual operations will continue to increase as heat pumps proliferate on our network.

Using insights from innovation to deliver smarter, better-targeted investments

Insights from the Smart Meter Innovations and Test Network (SMITN) project are transforming our business-as-usual processes for secondary network planning.

Previously, investment decisions for low voltage networks relied on conservative assumptions (due to limited monitoring), often leading to unnecessarily cautious decisions with higher associated costs.

SMITN compared smart meter-based voltage profiles with real measurements from monitored substations across our network, consequently demonstrating that smart meter data is a reliable substitute when physical monitoring is not cost-effective. By using smart meter data, supplemented where needed by settlement data, we now base assessments on accurate load profiles that reflect actual customer behaviour. As a result, our investment decisions are better targeted because fewer transformers are mistakenly identified as overloaded.

The robustness of our investment decision making has improved, we are reducing unnecessary reinforcement, and the network remains a reliable enabler for customers' decarbonisation ambitions.

[2] See page 9 for details of our DSO Strategy and Objectives.

GB Consumers (including NESO)

£56.86m
Realised Y3

£66.62m
Realised ED2 to date

£769.46m
Unlocked ED2 to date

Benefit numbers stated here refer only to those that accrue to GB Consumers.

Performance highlights

We have enabled a reduction in carbon emissions equal to **133.4ktCO2e**.
We have accelerated **306.4MW** of capacity through Flexible Connections.

Relevant KPIs

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Our external KPI reports the **Carbon Impact of Flexibility**, **Amount of Curtailment Avoided** and **Short-term load forecast mean average percentage error (MAPE).**

Accelerating renewable generation connecting to the system, reducing wholesale costs

- **DSO Strategy Objectives: Reliable, safe and affordable local energy; Connect without network barriers.**
- Technical Limits, Flexible Connections, Curtailable Connections and MW Dispatch accelerate DER connections, reducing wholesale electricity prices and carbon emissions, with over **£46m** of benefits realised in the past year.
- Flexible and Curtailable Connections are assumed to deliver two years of acceleration, leading to bill reductions for GB consumers and supporting Clean Power 2030.
- To date, **£769m** has been unlocked for GB consumers through Technical Limits across the price control period.
- Flexible Connections deliver a substantial share of realised benefits, with over **£41m** attributable to GB consumers.
- Consumer savings are valued using **£78.1/MWh** (2020/21 prices), aligned with the Headroom – Whole System Thinking innovation project and validated by National Grid Group's UK Market Analytics team. (See chart below).

Reduced carbon emissions

- **DSO Strategy Objective: Clean and affordable local energy.** Through our activities as a DSO, we reduce the carbon emissions associated with our network. Savings are calculated in line with HMT Green Book methodologies agreed through the DSO Collaboration working group, and are only recognised as they arise each year.

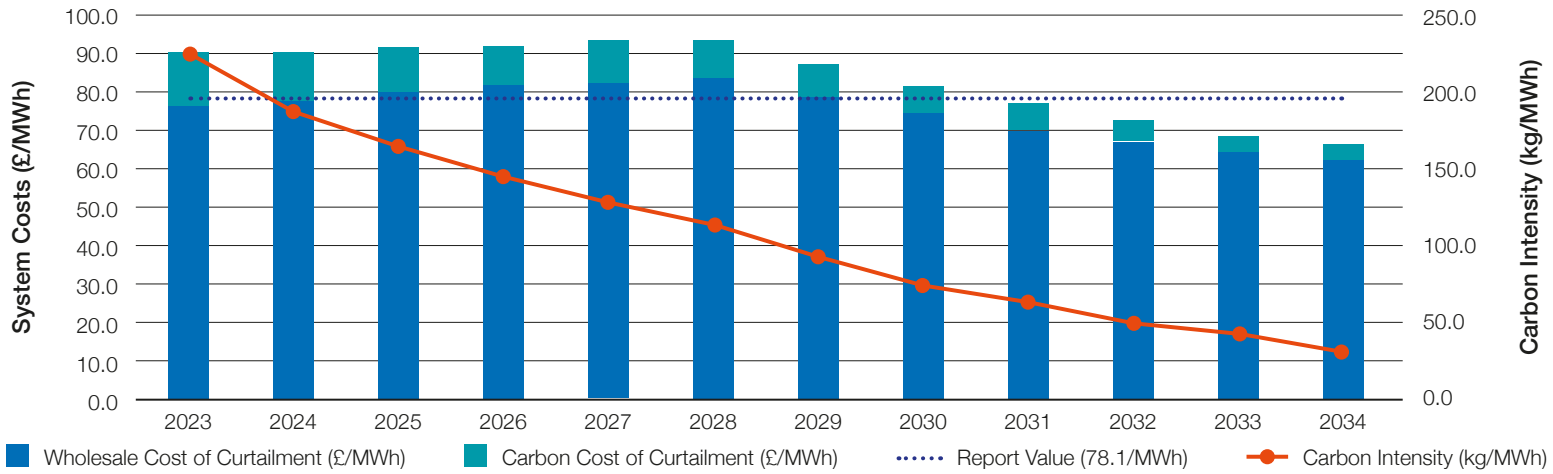
Carbon reductions are delivered by:

- Connecting renewable generation earlier through Technical Limits and Flexible Connections.
- Keeping renewable generation connected by reducing curtailment via Enhanced Outage Planning.
- Procuring zero-carbon flexibility services, relative to a counterfactual of gas peaking plant. Our markets are attractive to Consumer Led Flexibility which delivers zero-carbon flexibility at competitive cost.
- Together, these activities enabled a reduction of **133.4ktCO$_2$e** in 2025/26.

NESO benefits

- **DSO Strategy Objectives: Dependable data and insights; reliable, safe and affordable.**
- MW Dispatch enables NESO to rapidly reduce DER on NGED's network to zero across **8 GSPs**. This supports more and faster network connections, increases renewable generation, and reduces whole-system costs.
- **49.7MW** currently participates, allowing NESO to reduce DER output in the South West to manage upstream transmission power flows and voltages in real time. Assuming a 10% capacity factor, this delivers **£3.36m** of benefit to GB consumers, demonstrating clear option value.

Value of headroom to the network is demonstrated by sustained high costs of curtailment



DER and FSPs

£106.83m
Realised Y3

£118.51m
Realised ED2 to date

£732.12m
Unlocked ED2 to date

Benefit numbers stated here refer only to those that accrue to DER and FSPs.

Performance highlights

Flexible connections have avoided an estimated £51m of connection costs which would have been faced by connecting customers. Our enhanced outage planning processes have avoided 835GWh of curtailment.

Relevant KPIs (5) (6) (8)

Our external KPI reports the **Amount of Curtailment Avoided**, **Assets registered and pre-qualified on Market Gateway** and **Zones with Sufficient Liquidity**.

Whilst these benefits flow directly to DER and FSPs, the indirect benefits associated with flexibility accrue to end customers through a more competitive wholesale market and the increased availability of services to NESO.

Flexible connections

- **DSO Strategy Objective: Connect without network barriers.**
- This year, the realised benefits associated with Flexible Connections that are attributable to DER are **£90.17m**, through a combination of avoided network build and additional earnings through accelerated connections.
- The use of Flexible Connections reduces connection costs for DER and provides enhanced earning opportunities through an earlier connection, in addition to the benefits discussed that accrue to GB consumers. We estimate on average that Flexible Connections reduce the time taken for a customer to connect to the network by 2 years.

Increased revenue from reduced curtailment

- **DSO Strategy Objectives: Clean and affordable local energy; reliable, safe and affordable; fair and inclusive choice.**
- Our enhanced outage planning process has increased revenue for DERs by an estimated **£12.2m** this year, bringing our total for ED2 to **£18.1m** through reduced curtailment.
- This benefit is on top of the reduction in carbon emissions we claim as part of our GB Consumer Benefits.

Local Authorities (LA)

£9.08m
Realised Y3

£13.41m
Realised ED2 to date

£70.88m
Unlocked ED2 to date

Benefit numbers stated here refer only to those that accrue to LAs.

Performance highlights

We have supported the production of 31 LAEPs with 43 more in progress. We have also provided information, data and tools to 26 other decarbonisation projects.

Relevant KPIs

We have engaged with 100% of LAs across our four Licence areas and track our LA engagement on a monthly basis.

Our internal KPIs monitor stakeholder satisfaction from our events and publications.

More efficient Local Area Energy Plans and societal benefits

- **DSO Strategy Objectives: Transparent decisions; dependable data and insights; capable, collaborative and accessible.**
- This year our support to delivery of LAEPs has generated **£8.73m** of Realised benefits. This exceeds the total value delivered for this activity in the first two years of ED2.
- We value our contribution to LAEPs using Energy System Catapult estimates of a more efficient LAEP process.
- Using an Innovate UK study we have estimated the additional value of the societal benefits associated with LAEPs to LAs as delivering **£0.19m** realised benefits.
- We attribute **1%** of wider societal benefits to the LAEP support we provide, based on the Innovate UK analysis comparing place-based and place agnostic approaches.

Supporting other local decarbonisation efforts

- **DSO Strategy Objective: Clean and affordable local energy**
- We have provided information, data and tools to support other local energy projects, realising **£0.15m** of benefits.
- Supporting coordinated local energy projects helps keep consumer costs down by ensuring investment is timely and targeted, avoiding unnecessary reinforcement.
- Aligning growth in EVs, heat pumps and renewables with network capacity and flexibility reduces whole system costs while supporting local growth and delivering benefits to households.

Adoption of LEAP+ from the Planning Regional Infrastructure in a Digital Environment (PRIDE) innovation project has enhanced the robustness of our investment decision making. The first round of LAEP+ projects incorporated into Distribution Future Energy Scenarios (DFES) 2025 included 2.8MW of EV charging capacity, 331kW of rooftop solar generation, 2MW of ground mounted solar, and 14MW of district heating capacity. Since then, there have been 10 times as many decarbonisation projects shared with NGED via LAEP+ to inform future DFES iterations.

Benefits Realisation

Our DSO Benefits for the first three years of ED2 in the Theory of Change framework

Activity	Output	Outcome	Benefits	Benefit Type	Benefit Figures (£m)
DNOA Process	Capacity added by Primary Reinforcement - Demand	Directing of reinforcement leading to capacity released	Economic value from customers being able to connect on time	Indirect	Y3 Realised - **70.47** ED2 Realised - **117.29** ED2 Unlocked - **562.64** ED2 Ambition - **919.15**
	Capacity added by Primary Reinforcement - Generation	Directing of reinforcement leading to capacity released	Economic value from customers being able to connect on time	Indirect	ED2 Unlocked - **7.56** ED2 Ambition - **109.97**
	Capacity added by Secondary Reinforcement	Directing of reinforcement leading to capacity release	Economic value from customers being able to connect on time	Indirect	Y3 Realised - **19.24** ED2 Realised - **37.21** ED2 Unlocked - **6** ED2 Ambition - **7.5**
	Outcomes recommending Flexibility - capacity added	Adding capacity with reduced and/or deferred reinforcement costs	Economic value from customers being able to connect on time /reduced DUoS costs for NGED customers	Indirect	Y3 Realised - **5.18** ED2 Realised - **23.49**
	Outcomes recommending operational mitigations	Adding capacity with reduced and/or deferred reinforcement costs	Reduced DUoS for NGED customers	Direct	ED2 Unlocked - **10.93**
Reinforcement Deferral	Reinforcement deferral excluded from ED2 Business Plan	Reinforcement not occurring	Reduced DUoS for NGED customers	Direct	Y3 Realised - **0.48** ED2 Realised - **0.98**
	Reinforcement deferral included in ED2 Business Plan	Reinforcement not occurring	Reduced DUoS for NGED customers	Direct	Y3 Realised - **3.11** ED2 Realised - **7.59**
Uprating on replacement driven by Asset Condition	Assets replaced via conditional replacement	Reduction in long-term reinforcement costs by reinforcing assets whilst being replaced	Reduced DUoS for NGED customers	Direct	ED2 Unlocked - **0.11**
Low Carbon flexibility (Market Gateway)	Low carbon assets registered and prequalified via Market Gateway	Low carbon flexibility dispatched and delivered	Carbon savings relative to carbon-intensive flexible assets	Indirect	Y3 Realised - **0.43** ED2 Realised - **0.82**
MW Dispatch	Connections capacity accelerated (Whole System Benefits (WSB))	Capacity released for new connections to the network	Economic Value from increased renewable generation	Direct	Y3 Realised - **3.36** ED2 Realised - **6.69** ED2 Ambition - **97.03**
	Additional earnings for DER&FSPs by being able to connect sooner (Enhanced Earnings (EE))	Increased flexibility market participation	Revenue for DER & FSPs	Direct	Y3 Realised - **3.17** ED2 Realised - **6.35** ED2 Ambition - **90.55**
Technical Limits	Connections capacity accelerated (WSB)	Capacity released for new connections to the network	Economic Value from increased renewable generation	Direct	Y3 Realised - **1.29** ED2 Realised - **3.87** ED2 Unlocked - **769.46** ED2 Ambition - **359.64**
	Additional earnings for DER&FSPs by being able to connect sooner (EE)	Increased flexibility market participation	Revenue for DER & FSPs	Direct	Y3 Realised - **1.28** ED2 Realised - **3.83** ED2 Unlocked – **718.04** ED2 Ambition – **335.6**

NGED Customers | GB Consumers | DER & FSPs | Local Authorities

Activity	Output	Outcome	Benefits	Benefit Type	Benefit Figures (£m)
Curtailable Connections	Connections capacity accelerated (WSB)	Capacity released for new connections to the network	Economic Value from increased renewable generation	Direct	ED2 Ambition - **187.92**
	Connections accelerated (EE)	Increased distributed generation	Increased revenue for generators	Direct	ED2 Ambition - **175.65**
Flexible Connections	Connections capacity accelerated (WSB)	Capacity released for new connections to the network	Economic Value from increased renewable generation	Direct	Y3 Realised - **41.86** ED2 Realised - **41.86** ED2 Ambition - **41.84**
	Reduced DER Capital Expenditure (avoided Extension Assets)	Reduced break even cost for generators	DER Profits and Whole system benefits	Direct	Y3 Realised - **51.05** ED2 Realised - **51.05** ED2 Ambition - **56.50**
	Connections accelerated (EE)	Increased distributed generation	Increased revenue for generators	Direct	Y3 Realised - **39.12** ED2 Realised - **39.12** ED2 Ambition - **39.11**
DTU Reduced Curtailment	Reduced curtailment (WSB)	Generators having better network access	Economic Value from increased renewable generation	Direct	Y3 Realised - **0.02** ED2 Realised - **0.02**
	FSPs and Aggregators being paid to increase demand and/or reduce generation on the network (EE)	Reduced curtailment leading to greater earning opportunities	Revenue for DER & FSPs	Direct	Y3 Realised - **0.03** ED2 Realised - **0.03**
Enhanced Outage planning process	Reduced curtailment (WSB)	Generators having better network access	Economic Value from increased renewable generation	Direct	Y3 Realised - **9.9** ED2 Realised - **13.36**
	Avoided curtailment during outages (EE)	Increased distribution generation	Increased revenue for generators	Direct	Y3 Realised - **12.18** ED2 Realised - **18.13**
Curtailment Reports	Provided curtailment estimates to support CR free of charge	Improved customer understanding of network access	Reduced costs for DER & FSPs	Direct	ED2 Unlocked - **2.8** ED2 Ambition - **5.33**
Enhanced Queue Management Process	Avoided purchasing supergrid transformer	Avoided unnecessary expenditure	Reduced cost for connecting customer	Direct	ED2 Unlocked - **11.28**
LAs being supported to create LAEPs - Reduced effort	Local Authorities engaged	LAs supported in advancing local decarbonisation plans	Reduction in costs for LAs in implementing LAEPs	Direct	Y3 Realised - **8.73** ED2 Realised - **12.95** ED2 Unlocked - **26.75**
LAs being supported to create LAEPs – Societal Benefits			Societal benefits from LAEPs contributing towards net zero	Indirect	Y3 Realised - **0.19** ED2 Realised - **0.19** ED2 Unlocked - **44.13**
LAs being supported with other decarbonisation initiatives	Local Authorities engaged	LAs supported in advancing local decarbonisation plans	Reduction in costs for LAs in implementing other initiatives	Direct	Y3 Realised - **0.15** ED2 Realised - **0.26**

NGED Customers | GB Consumers | DER & FSPs | Local Authorities

Shaping our DSO Strategy Around the Benefits we Create for Customers and Stakeholders

After three years of delivering and measuring DSO benefits, we have a much stronger evidence base of how our activities benefit our customers.

We also have three years' worth of customer and stakeholder feedback (including from Ofgem's Performance Panel) on what we should be prioritising. We have refreshed our DSO Strategy, grounding it firmly both in the feedback we have received and in the benefits being asked of us.

This will deliver additional outputs to drive customer benefits in the later years of ED2.The new strategy defines a mission and 7 Objectives, each underpinned by 3 Key Results we will deliver. All of these are grounded in our benefits framework and have been developed iteratively, with successive rounds of engagement with our customers, stakeholders, DSO Independent Panel, and NGED's Independent Stakeholder Group. This alignment between our strategy's ambition and our benefits deliberately links our business performance management to our benefits management: We now measure the successful execution of our strategy whilst also measuring the benefits we are creating.

Promoting wider system benefits by delivering zero carbon operations

Enabling Consumer Led Flexibility (CLF) is essential for delivery of Clean Power 2030. The Clean Flexibility Roadmap highlights that 51-56GW of flexibility will be needed by 2030, with ~20% expected to come from CLF.

Our work to break down the barriers to market participation has led to a significant increase in the volumes of CLF registered on Market Gateway, growing from 474MW in 2024/25 to 1,933MW in 2025/26. We don't actively consider the carbon intensity of assets when selecting flexibility services. However, CLF is able to provide highly competitive bids that naturally win in our service selection process.

Consequently, we have operated our network on a zero carbon basis for 362 days of this year, calling upon a gas generator on only 3 days.

This is a powerful example of how low-carbon flexibility provides a cost-effective way to manage our network, whilst delivering environmental objectives. On the exceptional 3 days, an area of the network with an unusually high risk of fault led to us calling on our Scheduled Availability Operational Utilisation (SAOU) and our real-time Operational Utilisation (OU) products.

Our mission is to collaboratively plan and transparently operate our distribution system to deliver the whole system priorities sought by the local communities and businesses we serve: This means affordably and reliably powering comfortable homes, productive businesses, a growing economy, skilled jobs and a more sustainable environment.

Communities and businesses are powered by **clean and affordable local energy** from our region

Customers know our network will be **reliable, safe and affordable** for their needs

Communities and businesses can grow, thrive and **connect without network barriers**

Local priorities inform the **transparent decisions** we make about our network

Stakeholders can make robust decisions using **dependable data and insights** from our network

Customers have a **fair and inclusive choice** on how they participate in the whole energy system

Stakeholders trust our people to be **capable, collaborative and accessible** in our work

Using our business performance culture to drive customer benefit realisation

Our DSO's Senior Leadership Team meet monthly to review performance, including the reporting and monitoring of our Key Performance Indicators (KPIs).

The KPIs we publish externally (included here) are supplemented by further internal (commercially sensitive) metrics. Each KPI has an accountable SLT owner and KPIs are reported to NGED's Executive Team via monthly reviews and quarterly deep dives of DSO performance.

Our Amount of Curtailment Avoided KPI performed strongly in 2025/26.

By identifying alternative curtailment options during planned outages, the DSO has improved network efficiency and reduced unnecessary generator outages, delivering **£22.08m of realised benefits** through Enhanced Outage Planning.

Our operational model for delivery of Load Related Expenditure (LRE) involves the DSO's secondary network planning team directing DNO delivered reinforcement.

This is tracked both as a KPI (Distribution transformer capacity directed vs added) and as a DSO Benefit ('Capacity Added by Secondary Reinforcement'), **realising a benefit of £19.24m this year.**

To drive realisation, we introduced this KPI into our depots and worked with our DNO colleagues to ensure they respond to our direction, enabling long-term system headroom and consumer benefits to be delivered. We discuss this further in section 4.

DSO Role	Key Performance Indicator (KPI)	KPI	Unit	2025/26 Target	End of Year figure
Planning and Network Development	Distribution transformer capacity directed vs added	1	MVA	Directed: 246.4 MVA Added: 246.4 MVA	Expected: 246.4 MVA Added: 254.3 MVA (103%)
	Electric Vehicle (EV) uptake tracker	2	% Uptake rate of predicted # of registrations per quarter	100% of 194,893	97% (data up to end of September 2025)
	Heat Pump (HP) uptake tracker	3	% Uptake rate of expected # of registrations per quarter on Market Gateway	100% of 112,332	15%
	Secondary Network visibility	4	% of customers fed from distribution substations	70%	73.3%
Flexibility Market Development	Carbon impact of flexibility	5	kgCO2e/MWh	5 kgCO2e/MWh	0.97 kgCO2e/MWh
	Zones with sufficient liquidity	6	Number	27	28
Network Operation	Short-term load forecast mean average percentage error (MAPE)	7	%	40% (Cumulative)	44%
	Amount of Curtailment Avoided	8	GWh	300	835

Engaging with complex industrial sites to inform regional cross vector investment planning

In 2025/26, we identified the need for bespoke engagement with industrial customers to unlock local economic growth; their needs were not fully captured by existing LAEPs, creating the potential for future network constraints. The DSO led collaborative workshops with the DNO, transmission owner and local industry, focused on industry needs, grid capacity and ways to maximise existing connections, including behind-the-meter generation and alternative commercial arrangements.

We held initial workshops in South Wales and the West Midlands, as they contain particularly high concentrations of industry, to trial scaling the model to other areas in future. Clear regional priorities emerged, reinforcing the importance of locally tailored stakeholder engagement to support system planning.

Our forum improved transparency, trust and decision-making for the stakeholders involved, giving industrial sites clearer routes to timely, affordable network access, and an ongoing route to inform network planning.

We have reduced costs to customers by implementing the Joint Utilisation Competition (JUC)

In 2025/26, we enhanced our Market Gateway platform so FSPs with long-term contracts can submit lower utilisation bids for the same assets in short-term markets. Previously, FSPs with long-term contracts could not offer the same assets at lower prices in short-term markets, limiting competition and raising costs.

The first successful participation came from Axle Energy. Whilst still early, we are already seeing cost savings from this course-correction. It enables increased competition and better asset use and is estimated to have saved consumers £20,700 so far.

This scalable mechanism also builds market confidence via improved price discovery and increased efficiency. It provides FSPs with confidence to commit to long term contracts without losing access to short term market opportunities, benefitting both consumers and FSPs.

nationalgrid DSO

02

Data and Information Provision

Using Data to Enable Better, Faster and More Informed Decisions

We are working with customers and stakeholders to reimagine how they access and use network data, moving beyond simply publishing information to providing targeted, high-value insights that support the real-world decisions they make.

By combining in-house digital and data capability with close engagement across the sector, we can respond quickly to evolving customer needs and continuously improve how our data is delivered and used.

Our engagement with customers and stakeholders has focused on three priorities

1. **Understanding customer needs and delivering data that supports real decisions.**
We are working closely with our customers and stakeholders to understand how they use our data, then ensuring our tools and datasets are designed to support clear, timely and confident decision-making. We're helping them make faster, better-informed decisions, reducing uncertainty and improving outcomes.

2. **Working with partners to continuously improve the experience of data users.**
We are collaborating with external partners and stakeholders to embed modern data practices, technologies and standards, ensuring our data services remain reliable, scalable and easy to use. We are also working closely with partners to enable them to offer data and insight services on top of our core offerings. Together, these actions are improving the quality, accessibility and consistency of data across the system.

3. **Leading industry development for an affordable and accessible energy system.**
We continue to play an active role in shaping how data is used across the sector, supporting whole-system coordination, decarbonisation and emerging customer needs through improved sharing and collaboration. Our thought leadership and sharing of good practice has enabled better consistency across the energy system, whilst supporting the energy transition.

Our progress towards delivering our stakeholder-centric data ambition

To make our data more accessible and useful, we are developing a 3-layer approach, by providing: raw data and methodologies; insights to support interpretation; and self-service tools to enable decision-making. Our key achievements this year demonstrate progress across several areas. These are summarised on the next page.

Our approach to giving stakeholders the best data experience

We have prioritised areas where data and digital tools can deliver the most benefit for our customers: connections acceleration programmes, reducing curtailment, and enabling self-serve tools.

Our work on data is part of a wider organisational transformation: We are reshaping how data is used across National Grid to better support customer needs and system outcomes, including improving our DNO's access and use of data.

790,000 downloads
provided by our Data Portal this year

We are committed to using modern digital tools, models and platforms to ensure our data is accessible, scalable and can support decision-making both internally and externally. We are also exploring the opportunities presented by Artificial Intelligence (AI), supported by partners like Amazon Web Services (AWS), while putting in place the appropriate safeguards to ensure customer data is protected and used responsibly.

Data expansion and stakeholder reach

Overall, our Data Portal provided **790,000 downloads** and API calls this year, equivalent to a request every **40 seconds**. Our most downloaded datasets on our Data Portal by user downloads and Application Programming Interface (API) calls in 2025/26 were:

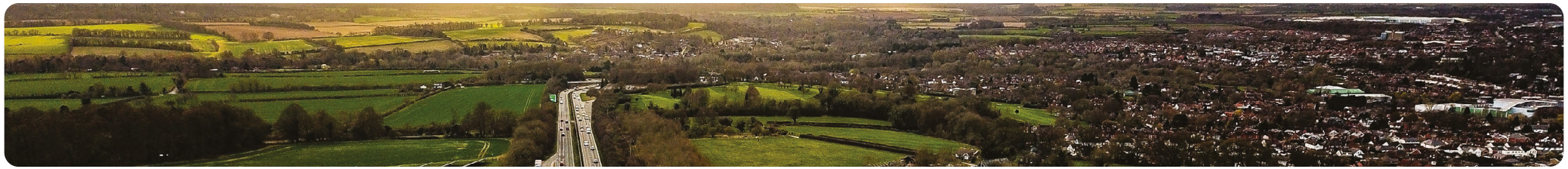
- Network Opportunity Map Headroom **(21,000+)**
- Live Power Cut **(18,500+)**
- Distribution Substation Locations **(18,500+)**
- Primary Substation Locations **(11,700+)**
- Distribution Future Energy Scenarios (DFES) **(10,500+)**
- Connections Reform Outcomes **(10,500+)**

The newly published curtailment dataset includes over **150 million data points**, comprising half-hourly loading of every primary substation and circuit for two years. That is our largest and most comprehensive dataset published to date. Our digital tools supported **26 million load-flow modelling studies**, which informed our Network Development Plan and procurement of flexibility.

These sophisticated modelling studies allow us to provide the most accurate data to our customers, unlock network headroom and accelerating new connections.

Key Achievements and Highlights

Description	Customer Impact	Description	Customer Impact
Data Portal Accessibility Improvements We redesigned our data portal to improve usability, showcase digital tools and provide charting capability.	• Improved discoverability and navigation • Access to quick insights and dashboards • Enhanced analysis capability	**Data Portal Sign-ups** Our data portal reached a total of 2,274 active users in 2025/26.	• Successful engagement has led to wider reach and awareness of our data portal
Industry Leading Curtailment Estimator Our self-service tool allows developers to understand the commercial risk of their project, by instantly modelling curtailment with bespoke assumptions.	• Supports early and informed decision making, helping developers secure investment • Aids understanding of the Last in First out (LIFO) stack and resulting curtailment	**Accessibility of Flex Market Data** Working with Squid, we launched the digital FlexPortal platform to publish our Flexibility Market Insights Report and the outcomes of our latest flexibility tender.	• Boosts transparency • Improves insights • Increases information accessibility
Cloud Migration Foundations We've started migrating our data onto our cloud data platform to unlock additional usability, functionality and interoperability.	• Improved gap identification, enhancement of data quality and reliability • Access to our latest, most accurate data • Supports cloud-based tools	**Clean Power 2030 Transparency** Our Clearview Portal was updated to ensure transparency and clarity through Connections Reform.	• Customers said they value transparency as we work towards Clean Power 2030 (CP2030), as it provides their investors with the confidence they need to invest
Strategic Data Partnerships We've launched strategic partnerships with third-party digital technology companies – Squid and Yottar.	• Accelerated customer-facing digital tools using AI and other new technologies. • Agile working has allowed us to adapt quickly to customer feedback and make improvements in a much shorter cycle time	**Sector Leading CP2030 Methodology** We were jointly first to publish a comprehensive and transparent methodology document explaining queue ordering principles.	• The queue formation methodology allows customers to understand how the NESO queue ordering methodology is applied to distribution connections, and better understand its effect on their projects
Increasing Flexibility Market Insights Flexibility market data is now available in one place, providing transparency and visibility into how distributed energy resources are being procured, dispatched and used across our network.	• Provides Flexibility Service Providers (FSPs) and market participants with the transparent, up-to-date insights they need to make smarter decisions and unlock new opportunities	**Digital Twin Foundations** Our Digital Twin is in the first phase of development. It brings together data from three core systems: asset management, geospatial and network management.	• Increased frequency and granularity of the data we publish • Customers gain access to the latest information, and the level of detail needed to support more informed decision making



Scope Granularity and Accuracy of Data

New datasets on our Data Portal

We are pleased to continue our progress in the provision of comprehensive data and information across the DSO's planning, operational and market roles.

To enhance the stakeholder experience for our data, we have removed superseded datasets and reorganised existing resources for easier navigation Our Data Portal now hosts 89 open datasets, two-thirds from DSO roles and one third from our support to our DNO around data publishing.

DSO Role	Total Datasets
Planning & Network Development	29
Network Operations	30
Market development	4
Other	
DNO Assets	26
Total	89

In 2025/26, we've published 11 new datasets aligned to our transparency and open data commitments. Each dataset was selected and developed to deliver the greatest value for our customers and stakeholders, supporting better insight, planning, and decision-making. This table provides overviews of each new dataset and its purpose.

Name	Description	Customer Value
Long-Term Development Statement (LTDS) Common Information Model (CIM)	Detailed network data in new ready-to-use, machine-readable LTDS CIM format.	Provides an accessible network model that supports confident, well-informed decisions about connecting to or using our network. For example, making it easier to identify new connection opportunities.
Distribution Transformer Phasing	Electrical phasing of distribution transformers and single phase networks.	Enables local authorities to make more informed connection applications, resulting in quicker and cheaper Low Carbon Technology (LCT) connections.
Flexibility Market Insights	Insights on our flexibility market trades.	Empowers FSPs, market participants and energy stakeholders to make smarter decisions and unlock new opportunities in the flexibility market.
Substation Loading	Half-hour demand supplied by all primary substations.	Enables customers to undertake time-series network analysis and estimate what curtailment their connection may be experience. This clarity helps customers make more informed decisions and provides investors with the confidence need to enable new projects.
Branch Loading	Half-hourly demand through all primary network branches.	
Connection Queue	Detailed connection queue in Active Network Management (ANM) zones.	
Asset ANM Limits	Asset limits used by our ANM system.	
Generator Profiles	Generic profiles of common generator types.	
Sensitivity Factors	Relationship between every node to any branch in our network.	
Connections Reform Register	Register of all CMP435 projects submitted as part of Connections Reform.	Provides certainty to developers by clearly confirming whether their scheme has been included in Connections Reform.
Connections Reform Outcomes	Outcome of each CMP435 project submitted as part of Connections Reform.	Helps customers understand how Connections Reform affects their projects giving them clearer expectations and enabling them to plan their projects with greater certainty.

Transparency | Accessibility | Accuracy | Insights | Scope | Granularity

Using third party data to improve processes and decision making

We use third-party data to improve the accuracy, completeness, and impartiality of our datasets, informed by stakeholder priorities.
Weather data from the Met Office is used to better predict demand, supporting the operational dispatch of flexibility and improving our understanding of network demand during annual cold spells and unexpected weather conditions. The resulting insights are republished as short and long-term flexibility forecasts, helping to inform market opportunities across our region.

There are now 5.7 million smart meters within our region. We publish aggregated data from these meters in accordance with our licence, enabling stakeholders to benefit from the smart meter roll-out. Internally, we use this data to improve the granularity of demand profiles for low voltage substations.

We also use third-party data to improve the completeness of our datasets and fill in gaps. Data from FSPs, installation certification bodies and EV charge point operators help us identify Low Carbon Technologies (LCTs) connected to our network that we might not otherwise be aware of.

By integrating Consumer Energy Resources (CER) and Distributed Energy Resources (DER) asset data from the Market Gateway into our core systems, we have gained visibility of an additional 110,646 Electric Vehicle (EV) chargers, 3,222 heat pumps and 40,136 energy storage devices that had connected to our network that we had not been notified about.

Our flexibility market incentivises participants to share accurate asset data that might not otherwise be available. This enhanced visibility allows us to continually improve both our planning and operational processes.

Improving Data Quality and Transparency, Reducing Bias and Strengthening Governance

We are committed to ensuring that the data we provide is accurate, complete, well-governed and trusted by our customers and stakeholders. Our approach aligns with Ofgem's Data Best Practice Guidance and is focused on continuous improvement in how data is produced, validated, governed and shared.

Strengthening data quality, removing bias and refining governance.
We have taken significant steps to improve data quality, consistency, impartiality and governance:

- We have prioritised DSO-critical datasets and migrated them onto our cloud data platform, focusing on those with the greatest impact for stakeholders
- We have defined and implemented data quality rules, which ensure the data we maintain and share, meets our stakeholder expectations.
- Together with IT&D Data teams, we've established a clear data governance framework, aligning the DSO with business-wide standards so data is accessible, reliable, consistent, and well controlled.

Improving the transparency and usability of data.
We recognise that high-quality data must also be understandable and usable. We have published stakeholder-shaped methodologies to support their use of complex datasets, helping users understand how data is derived and how it should be interpreted. We're collaborating with external partners to ensure that we prioritise enhancements that make it easier for users to access and extract insight from data to support real-world decision-making.

The most significant of these related to our published curtailment data, which has already enabled Quantail to develop a real-time curtailment modelling tool that incorporates financial forecasts to inform customer investment decisions.

Building capability, culture, and embedding best practice in our data professionals

To ensure these improvements are sustainable, we are investing in capability and skills across our people in the DSO.

We have established cloud champions, responsible for embedding cloud data good practices in all the work we do. Targeted training, such as six data apprenticeships and cloud-training provided by AWS, is also building data governance and quality expertise across our teams. Together, these improvements ensure:

- Customers and stakeholders can trust the data they are using to make decisions
- Complex processes, such as connections and planning, are supported by clear, transparent and consistent data that align to transition Regional Energy Strategic Plan outputs
- The wider energy system benefits from better coordination and reduced uncertainty around data.

We've ensured our newly published data delivers practical value for stakeholders.

Using third-party insights to improve network understanding and data quality.
Our collaboration with Ohme showcases the value of third-party data platforms in strengthening network insight that inform our planning operations. Motivated by a shared focus on voltage issues associated with smart EV chargers, we compared charger-level data with our existing network and smart meter datasets.

We found significant overlap with available smart meter data, with both sources independently corroborating voltage measurements. This gives us confidence that third-party data can effectively fill gaps in smart meter coverage, so we can use data from that partnership to enable faster and more efficient customer voltage investigations.

Comprehensive data, accompanied by the underlying methodologies

Our new Curtailment Dataset significantly improves the quality and depth of curtailment information available to stakeholders.

Developed in response to Connections Reform and informed by stakeholder feedback, it addresses a longstanding gap: distributed generation customers previously lacked reliable data to assess historic curtailment and its drivers, thereby increasing investment risk. The dataset now provides clear, granular evidence to support more confident decision making under new queue arrangements. Produced using rigorous power system modelling and historical network loadings, the dataset comprises around 150 million data points, an unprecedented scale among UK DSOs.

It is published openly on our Data Portal along with a detailed methodology, ensuring transparency and replicability. Stakeholder response has been positive: Customers can model scenarios, assess investment risk with greater confidence, and benefit from a validated baseline that supports consistent year-on-year analysis and stronger whole-system planning.

> "Hats off to the team at NGED for publishing their network data. Transparency like this is how you accelerate the energy transition."
> **Henry Easterbrook, CEO, Quantail**

Enhancing transparency, speed and customer confidence.
The **Self-Serve Curtailment Estimator** is a significant step forward, giving distributed generation customers direct, instant access to tailored curtailment insights during the connections process.

Building on curtailment data we published in November 2025, the cloud-based tool (developed by our new IT&D Scrum teams) allows users to adjust assumptions to assess curtailment risk within much quicker timescales.

Scalable, transparent and user-friendly, it strengthens confidence by aligning customer access with internal modelling, reinforcing our shift towards interactive, customer-focused self-service.

> "Curtailment Estimator is a real step forwards in providing visibility of potential curtailment. It provides developers with a quick, higher-level understanding of risk, without any charge. This will be very helpful in determining some of the key causes of constraint within certain networks and to help understand what may need to change to reduce the risk of constraints with ANM."
> **Philip Bale, Specialist Connection Engineer, Roadnight Taylor**

Accessibility of Data

Tailoring and guiding how different stakeholders access and use our data.
During 2025/26, we delivered a targeted programme of webinars to build capability and confidence across a wide range of data-using stakeholders.

Introductory and deep-dive sessions guided local authorities and delivery partners through DSO data tools, including the DFES Map, Network Opportunity Map and Data Portal.

These sessions supported understanding of both data access and its application to local energy planning, project development and decision-making.

Interactive formats and feedback sessions ensured stakeholder needs directly informed how data is presented and improved. Specialist webinars, including those supporting the transition to day-ahead flexibility markets, provided timely, practical information to enable active participation.

We also demonstrated responsiveness to feedback through continued enhancements to our Data Portal, improving usability, structure, navigation and data quality so stakeholders can more easily explore and extract value.

Collectively, this engagement has enabled more effective use of network data, with examples of reuse showcased within the Data Portal.

Enhancing our Data Portal to modernise access, enhance quality and provide standardised use of Application Programming Interfaces (APIs).
We host all of our publicly available data and information on our secure Data Portal, as a dedicated subdomain on NGED's website and acting as a central data repository for both DNO and DSO, keeping things simple for our stakeholders.

Our Data Portal allows registered users to access data via APIs as well as downloadable formats (e.g. CSV and PDF). It is built using the same CKAN platform as the Government's Open Data platform, providing industry-standard interfaces and alignment with Dublin Core metadata standards.

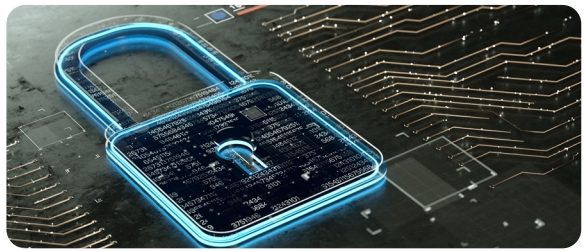
This year, in response to feedback from stakeholders and Ofgem's Performance Panel, we have enhanced our data and information provision.

We began by assessing alternatives used by others. Given the scale and integration needs of our datasets, enhancing the existing Data Portal offered the most cost-efficient route to improving interoperability and accessibility, while providing greater flexibility and better long-term value.

Through our programme of work this year we have improved usability, architecture, data quality and API consistency.

Two areas to highlight are:

- **User interface and experience enhancements**
  The portal now has a refreshed design aesthetic, clearer navigation and enhanced dashboards, visualisations and charts. These changes were guided by stakeholder feedback and analysis of user journeys. They directly support stakeholders' ability to quickly discover datasets, interpret them visually, and use them without additional pre-processing. Together, these changes significantly streamline and simplify the journey from a stakeholder needing data from us to gaining insight from our data.
- **Dataset quality improvements and rationalisation**
  We carried out quality assurance activities on our datasets, implemented data quality rules in the cloud platform, and rationalised datasets to remove duplication and provide more logical grouping. Together, these changes mean that stakeholders now receive cleaner, more accurate data in a more reliable structure.



Accessibility of Data

We are committed to ongoing Data Portal improvements
The improved Data Portal delivers immediate measurable benefits for DSO stakeholders across the areas of scalability, user experience and data accessibility.

However, we recognise work is not complete and have planned further enhancements to be delivered in the coming year, including migration to a modern cloud-based architecture, further quick insight dashboards, AI assistants and improved dataset interoperability. As a pilot of AI, we have already implemented connectivity between the chatbot on the NGED homepage and our Data Portal, providing stakeholders with some simple initial AI guidance for exploring our data holdings.

We have led the sector as the first to share CIM Network Models on our Data Portal.
The publication in 2025/26 of our CIM Network Models represents a significant step in delivering open, standardised network data across Great Britain. Responding to stakeholder requests and the LTDS licence requirement, we moved from static datasets to interoperable, model-based formats to improve transparency and consistency for long-term planning.

Various industry stakeholders need granular, accessible network models, as traditional formats limit comparability and reuse. We addressed this by collaborating with other DSOs and software vendors to develop a GB specific standard: LTDS CIM. We used this standard format to publish our primary network models on our Data Portal and we have begun assessing CIM for secondary models. Alongside publication, we helped establish an LTDS CIM governing body and strengthened internal modelling capability for scenario-based planning and analysis. Organisations including Quantail, Loom Light and Squid are using this harmonised, cross-DNO standard to build scalable systems, demonstrating the value of interoperable and standardised data publication.

Strategically partnering with third parties to go beyond publishing data to creating rich insights for stakeholders

We recognise the value to stakeholders of the network data we hold and the huge opportunity for third parties to create new data and insight products or services.

We have begun forming strategic partnerships with leading innovators to help them provide new third party offerings to our stakeholders, built around our data holdings.

Collaborating with Squid to simplify network model accessibility and visualise market insights.
In 2025/26, we formed a strategic partnership with Squid to address industry challenges: fragmented data formats and poor usability that hinder digitalisation.

Combining our system expertise with Squid's digital, user-centric design capabilities, together we are developing scalable tools to improve data accessibility, transparency and usability.

As reliance on distribution data for planning and investment grows, the collaboration prioritised removing barriers to data access and understanding. Through workshops and prototype testing, Squid's insights informed targeted data improvements.

A key outcome is the jointly developed **CIM Explorer**, which enables stakeholders to navigate complex network models more effectively.

With our publication of network models via CIM this year, **CIM Explorer** helps uses overcome the learning curve of working with network models, thereby helping them more easily gain insights on our network.

Stakeholders have expressed that the tool is helping to familiarise them with this new data standard. We also collaborated with Squid on a new FlexPortal: an interactive storytelling platform for insights from our flexibility markets.

It provides clear visualisations of our market data (including from our Market Insights Report) and displays outcomes from our latest long-term flexibility tender, improving transparency, insight and accessibility.

Partnering with Yottar to enhance data accuracy, accessibility, and usability.
Yottar develops a platform that supports demand decarbonisation through electrification. We have partnered to accelerate development of their platform by combining our network engineering and operational expertise with Yottar's data modelling and software capabilities.

The initial phase focused on resolving data interoperability issues, including the alignment of unique identifiers in datasets.

Through close collaboration, we identified dataset gaps, shared additional information, and integrated improvements into published datasets so all users benefit.

This demonstrates our commitment to continuous improvement and open data principles, enabling stakeholders like Yottar to undertake independent analysis, validate capacity mapping, and build confidence in the robustness and neutrality of published data. Further work will leverage new datasets from LTDS reforms to enable more advanced, granular electrical analysis by third parties.

"Making LTDS CIM data easier to interpret is exactly the kind of progress the industry needs as more of us build tools and insight around network constraints, curtailment and connection risk. Well done Squid and NGED."
Henry Easterbrook, CEO, Quantail

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03

Flexibility Market Development

Sector-Leading Flexibility Markets That Deliver for our Customers

Clean Power 2030 (CP2030) requires 51-66GW of Flexibility capacity, and 204GW by 2050 under NESO's Holistic Transition scenario. Against this backdrop we delivered exceptional market growth in 2025/26: 198GWh* of flexibility procured (10x more than last year) and 309,514 registered assets in our markets (almost 2x as many as last year).

We have facilitated this growth using targeted improvements and deploying new solutions, including: implementing new flexibility use cases; standardising and simplifying our market arrangements; and enhancing our contracts, products and digital platforms. Alongside this, we have strengthened engagement with market participants and stakeholders to ensure our developments are responsive to user needs. These actions enable us to deliver a wider range of local and national system outcomes, operating in a wider range of network conditions and voltages.

Building on this year's achievements and the launch of our day-ahead flexibility market, our forward focus is on increasing liquidity and providing clearer, more predictable revenue opportunities for providers, whilst continuing to expand our range of flexibility use cases and reducing barriers for providers, including vulnerable households.

We have explicitly designed our market development activities to support whole-system optimisation, thereby ensuring flexibility secured at distribution level contributes efficiently across distribution and transmission timescales, where this delivers greater system and consumer value.

Number of locations put to market in long-term flexibility tender FY25/26**

	East Midlands	West Midlands	South West	South Wales	Total
HV locations	46	10	31	8	**95**
LV locations	240	395	368	141	**1,144**

Number of locations where flexibility was awarded in FY25/26

	East Midlands	West Midlands	South West	South Wales	Total
HV locations	38	8	30	7	**83**
LV locations	117	163	68	61	**409**

* We procured 196GWh in our long-term market and an additional 2GWh in our short-term market.
** Tender closed November 2025, trade awards published January 2026.

Market Gateway Platform Statistics

Metric	Value
Number of Assets in Market Gateway	**309,514**
Assets in Market Gateway which are domestic in scale	**99%**
Assets in Market Gateway which are domestic EV charge points	**73%**
Assets in Market Gateway which are domestic batteries	**20%**
Total flexible capacity from assets registered in Market Gateway	**3,064MW**

Piclo Partnership Statistics

Metric	Value
Total number of organisations who have joined through Piclo	**38**
Assets added by organisations joining through Piclo	**44,396 (15%)**
Flexibility from assets added by organisations joining through Piclo	**1,297MW (42%)**

Flexibility Procurement Statistics

Metric	Value
Flexibility procured in latest long-term tender (HV Zones)	**196GWh**
Flexibility procured in latest long-term tender (LV Zones)	**0.6GWh**
Flexibility procured in short term market	**2GWh**
Saving through competition in HV zones, compared to awarded prices to ceiling prices	**16%**
Average carbon content of the flexibility we dispatched	**0.97g CO_2/kWh**

Our Flexibility Markets are Scaling With New Use Cases Added

Flexibility Market growth over ED2

	FY23/24	FY 24/25	FY 25/26
Zones launched	**1,491** (via 65 HV 1,426 LV)	**807** (via 60HV, 744 LV, 3 DTU)	**1,239** (via 67 HV, 1,144LV, 5 DTU, 23 FlexUp)
Procurement (GWh)	**17**	**20**	**198**
Percentage of zones where flexibility was procured	**43**	**65**	**40**
Assets registered	**70,000**	**162,800**	**309,514**
Dispatch events	**37,000**	**70,000**	**110,056**
Dispatch in GWh	**2.4**	**2.9**	**6.5**
Market participation levels (FSPs that responded to trades)	**12**	**13**	**43**

Our Flexibility Market Development is delivering reliable returns to Flexibility Service Providers (FSPs) and substantive benefits to our customers and the whole system. This is evidenced by our realisation of over £100m of benefits to our FSPs and Distributed Energy Resources (DER) this year alone.

While overall flexibility volumes have increased, primarily driven by strong growth at the HV level, there has been a reduction in the number of LV zones in which flexibility was procured. We intend to engage with FSPs to better understand the factors contributing to this outcome and to explore potential adjustments to product and market design that could enhance participation and improve the attractiveness of the LV market for stakeholders.

Design of flexibility products, contracts and processes

Simple and intuitive access for flexibility providers via product standardisation

Feedback via Open Networks and Market Facilitator highlights that standardisation is a critical enabler of scalable participation, reduced costs for FSPs, improved coordination with NESO, and more efficient whole-system operation.

In 2024/25, we implemented standardised flexibility products, aligning Scheduled Utilisation, Scheduled Availability-Operational Utilisation and Operational Utilisation products, with only limited exceptions for specific low voltage (LV) use cases and legacy contracts. In 2025/26, we improved consistency and reduced friction for FSPs via 99% of all flexibility volume being tendered through standardised products, and 93% of all flexibility procured through using standardised products.

This has simplified participation for FSPs engaging across multiple DSO markets, thereby reducing costs and improving efficiency.

This year we have also introduced the Joint Utilisation Competition, enabling providers to participate through both long-term and short-term markets, reducing costs through smarter market design (see associated benefits in section 1).

We have implemented the findings from our EQUINOX innovation project into BAU. We now have more than 10,000 heat pumps registered in our flex markets.

99%

of all flexibility volume has been tendered through standardised products.

Adopting industry standard practice by proactively collaborating with the Market Facilitator

In previous years we implemented in full all Open Networks Project deliverables. This year we focused on aligning our markets with Market Facilitator rules, supported by proactive engagement on several clearly defined derogations.

In 2024/25, we have engaged extensively with the Market Facilitator and wider stakeholders to share our learnings and good practice (continuing on from our work with the Open Networks forum) and to learn from their experiential feedback.

In particular, our Head of Flexibility Markets was appointed as a member of the Market Facilitator's Stakeholder Advisory Board, and the Managing Director of the DSO, Cathy McClay, was appointed as the national Flexibility Commissioner, recognising our deep commitment to flexibility markets.

We have also actively participated in key sector workgroups, including the Primacy workgroup, Standard Agreement workgroup, Baselining workgroup and Flexibility Market Asset Register (FMAR) workgroup, allowing us to lead and contribute to industry thinking, representing the perspectives of our customers and FSPs. For example, our feedback to avoid changing legacy FSP contracts due to the associated costs and impracticalities has been reflected in the subsequently published agreement.

We have also been preparing our positions and evidence to engage in new working groups, including "Defining Markets More Accurately to Support Revenue Stacking".

Looking forward to the next regulatory period, we chair the ED3 Approach to Flex Task & Finish Group where we lead on developing robust, outcome focused use cases for flexibility in ED3.

Embedding Whole-System Thinking Into Flexibility for System Optimisation

A new sector-leading flexibility product: FlexUp as a tool for system optimisation

This year we have designed and introduced a new Demand Turn Up (DTU) scheme, FlexUp, to address a nascent use case: renewable curtailment risk.

As distribution connected DER proliferates, the risk of curtailment during periods of high supply due to distribution and transmission constraints also grows. We believe overcoming this risk is a key part of the DSO's role: using flexibility as a powerful tool to optimise how our system is used and invested in, by maximising the use of our existing assets and our existing connected customers. By embedding the lessons learnt from our innovation project "Headroom - Whole System Thinking" into our business as usual decision making, we better understand the whole system value we deliver through this use case.

Consequently, we have set a ceiling price for bids that includes wider societal benefits from keeping renewable generation online. We are prepared to pay up to the ceiling price of roughly £80/MWh to turn up demand, even if the price to turn off renewable generation is lower. We believe we have created the first flexibility market in GB to factor in benefits beyond the bid cost of the flexibility when making dispatch decisions. Our assessment for our most recent long-term flexibility round identified 23 FlexUp zones, covering around 50% of the network, with system need requirements of up to 40MW per zone. This year, our first year for FlexUp, we procured 52GWh of flexibility from FlexUp zones, with a spend of around £66,000. This substantive early volume demonstrates the potential of the product and the clear value in maximising access to local, low-carbon energy. Deployment of FlexUp is an industry-leading example of how a flexibility product can be trialled and scaled rapidly to address customer impacts (in this case curtailment) and create wider system value.

Following our launch of this new product, we also engaged bilaterally with DESNZ to explore applicability to Scotland and shared insights with NESO on how we account for the full value of carbon in dispatch decisions, to support the development of their own turn up service. The rapid deployment and expansion of our demand turn up products also enables participation by vulnerable households in flexibility markets, by encouraging the use of cheaper energy at times when renewables are abundant.

FlexUp positions us as the first DSO to procure flexibility specifically to prevent renewable curtailment, which we have deployed and scaled to meaningful volumes in a single year.

Engaging stakeholders to identify and solve product, contract and process issues

Stakeholder engagement is foundational to the success of our flexibility markets.

This year, our engagement included aggregators, energy suppliers, Market Facilitator, regulatory bodies, technology providers and energy managers. We consider this breadth of engagement essential for identifying improvement areas, prioritising work that matters most to our stakeholders, simplifying participation and strengthening our overall market offer.

Direct dialogue helps ensure market development remains user-centred and responsive. Our efforts over the last 12 months have led to a tripling of market participation levels (number of FSPs responding to trades within the regulatory year) versus the previous year, and the almost doubling of assets registered by FSPs.

To achieve this success, this year's engagement programme had three focuses: to motivate FSPs to enter our markets; to find and remove barriers to entry; and to boost the profile of flexibility services throughout the sector. With our DNO counterparts, we also hosted two industrial roundtables (South Wales and West Midlands), to support large-scale participation in our markets (see section 1).

Direct engagement supporting market delivery

In 2025/26 we prioritised direct, targeted engagement to support market participation and delivery ahead of key milestones:

- 3 dedicated flexibility webinars (average attendance ~25)
- 40 flexibility surgeries and market introduction meetings
- 6 flexibility meetings with local authorities
- 1 flexibility introduction webinar (70 attendees)
- 1 technical deep-dive session (66 attendees)
- 3 external industry events spoken at
- 3 Flexibility Focus Group meetings

New this year: Flexibility Focus Group

To strengthen two-way dialogue, we launched a dedicated Flexibility Focus Group in 2025. The group has already met three times, with average attendance of ~ 20 stakeholders per session, providing structured, in-depth feedback on market design and prioritisation. The group has directly influenced market design decisions, including aligning our trade closure timeline for our Day Ahead market with UKPN, improving market consistency and supporting whole-system efficiency. The Focus Group is now a core part of our engagement model and evidence base for future market development.

Our extensive stakeholder engagement surfaced priority areas, including greater coordination with NESO and opportunities for flexibility revenue stacking. Our Market Gateway improvements, such as bulk upload of assets and the ability to decommission assets from the system, respond directly to stakeholder feedback. In the last year, over 39,000 assets in our markets were decommissioned (due to change of ownership or operator, duplicate assets), streamlining the user experience for FSPs managing those assets and increasing the quality of our data for wider stakeholders. Direct, in-depth stakeholder engagement has also shaped our flexibility roadmap, with feedback elicited through both our newly launched focus group and table discussions at our March DSO flagship event providing clear evidence of customer needs.

The performance criteria for the DSO incentive indicates that DSOs should have "Clear plans to enable secondary trading of flexibility". Through our Flexibility Focus Group, stakeholders consistently ranked secondary trading as low value relative to actions that improve liquidity, forecast accuracy and coordination with NESO. Therefore, we have not progressed secondary trading, instead prioritising our resource on changes with bigger near-term benefit to our customers and stakeholders. This reflects a disciplined, evidence-led approach to market development.

Facilitation of Market Access

Evolving our flexibility platform to improve market access and simplify participation

We continue to evolve and improve our in-house Market Gateway platform.

Our previous assessment of alternative platforms demonstrated that an external provider could not provide the full, high-quality solution demanded by our market participants. We are confident that our current approach remains best for our stakeholders, allowing rapid continuous improvement in response to stakeholder feedback and evolving system needs.

In 2025/26, our focus for Market Gateway has been on removing administrative burden and improving the user experience to support scalable, efficient participation in flexibility markets.

Market feedback highlights the value of a robust, user centred platform that supports portfolio management and participation, so we expanded FSP self-service functionality to improve data quality, operational efficiency, and support increased liquidity. We have migrated all trade data from Flexible Power, our platform for flexibility dispatch, verification and settlement, into Market Gateway, simplifying end-to-end trading.

We're also the first DSO to introduce a new storage heater classification, and over 500 storage heaters are already registered, providing access to additional flexibility capacity. These enhancements directly addressed user feedback and supported launch of our day-ahead markets, showcasing our ability to be agile and update our platform in a timely manner.

Our efforts over the last 12 months have led to:

- Assets registered on Market Gateway rising from **162,800** to more than **309,000**
- Active FSP participation tripling from **13** to **43** (FSPs responding to trades within the regulatory year).

Partnering to improve access via third-party platform and support services

We strongly believe that flexibility markets should be accessible through interoperable third-party platforms, giving FSPs choice in how they engage, lowering barriers to entry and supporting more diverse and competitive opportunities.

Our partnership with Piclo is a flagship route to develop integration capability and build experience that will enable faster, lower-cost onboarding of additional platforms in future.

Ours is the first DSO market which provides a choice of participation routes and demonstrates how a decentralised, interoperable flexibility market system can operate. We continue to seek opportunities to further diversify routes and have held talks with other platform providers.

This year 38 organisations were registered to participate in our market through the Piclo platform, more than double the previous year. 44,396 assets were registered, 15% of the total in our markets, representing 1,297MW of flexibility capacity and strengthening market liquidity and competition.

Overall, this partnership demonstrates a scalable, platform-agnostic approach supporting interoperability, customer choice, and long-term market resilience, via avoidance to tie-in to a single solution.

"In our experience, DSO flexibility markets are now among the easiest to access. National Grid Electricity Distribution's Market Gateway, which we access via Piclo, supports this by providing clear, streamlined processes that make market entry and participation straightforward - even in what is still a relatively immature and evolving market."
Ragav Krishnakumar, Powerverse

Improving accessibility and efficiency via day-ahead procurement

Prior to 2025/26, we procured short-term flexibility on a week-ahead basis, which limits responsiveness to changing conditions closer to real time.

In 2025/26, we have launched new functionality within Market Gateway for day-ahead flexibility procurement, underpinned by operational and market processes that ensure smooth delivery. We engaged regularly with FSPs ahead of launch to support readiness, elicit feedback and manage the transition.

Day-ahead procurement improves the commercial performance of our flexibility markets. The shorter lead time allows us to better understand the volume of flexibility actually needed, reducing unnecessary purchases. It also increases the volume of flexibility available to meet these needs as the large number of consumer-led flexibility (CLF) assets which participate have better understanding of availability at day-ahead than at week-ahead. We have further improved liquidity by co-ordinating with NESO markets to make flexibility participation consistent across markets, thereby simplifying revenue stacking.

A major milestone this year: Moving our short-term flexibility market from week-ahead to day-ahead procurement.

Facilitation of Market Access

Improving Access and Removing Barriers for Vulnerable Customers

In 2024/25, we partnered with the Centre for Sustainable Energy (CSE) to understand the barriers faced by households in vulnerable circumstances and to identify actions required to improve accessibility and fairness in our flexibility markets.

This collaboration continued in 2025/26 through detailed analysis of Priority Services Register (PSR) Meter Point Administration Number (MPAN) data, enabling us to assess how vulnerable consumers currently engage with our flexibility services. This work led to the identification and publication of situational barriers to participation and included a case study on storage heaters, which are a critical asset in many vulnerable homes. These findings informed the publication of our landmark Making Flexibility More Accessible report, which brought together 18 months of evidence, analysis and delivery actions. Key outcomes included the introduction of storage heating as a new asset category within our markets and the establishment of the first participation baseline for households in vulnerable circumstances, providing a foundation for ongoing monitoring and improvement.

Our partnership with CSE represents a methodical, evidence-based approach to embedding accessibility within flexibility market design, with CSE's recommendations continuing to shape our delivery plans, including the development of potential trials to expand participation. Looking ahead, our flexibility roadmap for 2026/27 and 2027/28 includes exploring whether an industry-wide Key Performance Indicator could be defined to track uptake of flexibility among households in vulnerable circumstances, alongside identifying the most effective interventions to drive participation.

"National Grid DSO's work to make flex markets more accessible is a real step forward for the industry. Through our joint work, we've seen National Grid DSO take concrete steps to making flexibility more accessible, demonstrating a genuine commitment to ensuring that the benefits of flexibility markets are shared fairly, especially with households in vulnerable circumstances"
Charlotte Johnson, Centre for Sustainable Energy

More than 40,000 vulnerable households registered in our markets

Enabling Better Coordination with Other Market Operators and Reducing Exclusivity by Enabling Revenue Stacking

We have taken a leading role in enabling revenue stacking across flexibility markets, recognising that reducing barriers to participation in multiple markets is critical to increasing liquidity, competition and whole-system value.

Our flexibility services are fully stackable, giving flexibility providers the freedom to stack assets within our markets and entering other markets for the same or different settlement periods. Independent analysis that we commissioned from Cornwall Insights has informed the Energy Networks Association (ENA) Open Networks Flexibility Products and Stacking Workstream, shaping a consistent, evidence-based approach to revenue stacking. In parallel, we enhanced Market Gateway functionality to enable streamlined revenue stacking across multiple zones and/or voltage levels, and also ensured that our flexibility service contracts did not have unnecessary exclusivity clauses. The change to day-ahead dispatch notices further aligned our markets with NESO's, supporting consistency across markets and enabling flexibility for system optimisation. As a result, revenue stacking has been enabled for all assets in Market Gateway. Stacking opportunities are already available to approximately 45,000 assets in Market Gateway where there are multiple overlapping flexibility zones, enhancing revenue opportunities for around 20 participating FSPs. To support other market operators, we have published a Revenue Stacking Paper, transparently setting out the opportunities available within our markets and sharing established good practice. Collectively, this work demonstrates our commitment to leading industry practice, supporting efficient market participation, and creating the conditions for scalable flexibility markets that enable local and national system optimisation.

Improving Visibility and Coordination by Sharing Data

As an example of our data provision, the Flexible Power Portal now provides enhanced performance data, enabling FSPs to verify their delivery and support their own performance or risk management. We worked with the vendor, Electralink, to improve the reporting features so that FSPs and our own teams have quicker access and simpler understanding of both performance and where data is missing that supports verification.

We have enhanced our existing data provisions to make our data even more accessible, intuitive and engaging. Building on our Market Insights report, we launched the FlexPortal, developed in collaboration with Squid, which uses interactive maps and a narrative-led format to bring the underlying data to life. This approach encourages deeper exploration of the insights and helps users maximise the value of our reporting. In addition, we have introduced the Flexibility Market Insights Dashboard within our Data Portal. This provides an up-to-date snapshot of market activity, enabling FSPs and other interested stakeholders to access the latest information on our markets. The dashboard supports informed decision-making and enables users to better engage with our markets.

Our operational data for flexibility markets are shared with stakeholders (including NESO and other DSOs) via an Inter-Control Centre Communications Protocol (ICCP) link (see Section 5).

nationalgrid DSO

04

Options Assessment and Conflicts of Interest Mitigation

Options Assessment

Our approach to assessing options to make the best decisions for our customers

As a functionally separate DSO, our approach is to maximise the value of our existing network before building new assets, and to do so in a visibly neutral, transparent and evidence led way.

Our options assessment and conflict mitigation framework ensures that network solutions are identified through robust comparison of alternatives (including non-build options), delivering whole system outcomes and long term consumer benefits, whilst providing stakeholders with confidence our decisions.

2025/26 Highlights

Schemes assessed in our 2025 DNOA	**1,314 total**
Stakeholders consulted during our 2026 Network Development Plan consultation	**30 respondents**
Planning stakeholders engaged proactively (with action taken) in 2025/26	**544 support surgeries held**
Number of secondary networks assets assessed in 2025/26	**188,840 distribution transformers** **1,363 HV and LV feeders**

Options assessment happens at every stage of our system planning process, allowing early identification of constraints and development of coordinated, whole-system solutions. Our Distribution Future Energy Scenarios (DFES) provide a range of load projections that we can use to test the suitability of each potential solution across the different hypothetical futures. This approach to managing uncertainty when assessing options ensures the robustness and cost efficiency of our chosen solutions.

Our Network Development Plan (NDP) identifies primary network constraints for the next ten years. We assess multiple solutions to resolve each constraint. This year we assessed 2,706 solutions across 621 linked constraints, with tested solutions ranging from conventional network reinforcement to flexibility solutions and operational mitigations. For each solution, we consider technical deliverable from the outset. This early robust assessment delivers holistic, coordinated solutions, whilst ensuring transparency for stakeholders.

Our NDP methodology outlines the criteria we use to assess the technical suitability of each solution, which ensures it provides option value and long-term benefit. When making investment decisions, the presumed build solution is always compared to a flexibility alternative using the Common Evaluation Methodology industry standard tool.

This is done on a long-term cost basis to validate that the chosen solution is economic and efficient.

Our clear system planning and options assessment process is accessible for stakeholders

Customer Behaviour Profiles and Assumptions
Our approach is set out on our website.

Distribution Future Energy Scenarios
Makes a forecast of future energy demand. Our methodology is published and updated every year.

The Long Term Development Statement
Provides a view of assets on our network and capacity in relation to current demand. More details and our regional statements can be accessed from our website.

1. Network Development Plan
Communicates the constraints we've identified and assesses multiple solutions in terms of technical suitability. Our methodology is published on our website.

2. Options assessment using Common Evaluation Methodology cost benefit analysis tool
Access the costs and benefits of the different solutions. Our methodology is available on the Energy Networks Association website.

3. Distribution Network Options Assessment
Communicates how we've decided to manage network constraints. An overview of our approach is included inour published documents.

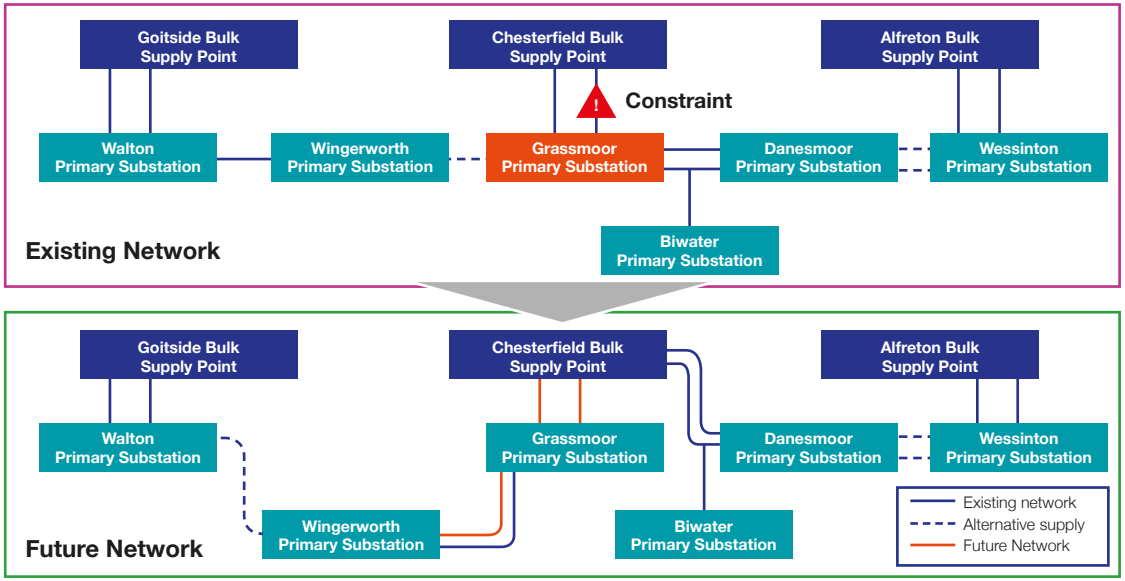
Inputs — **Technical analysis** — **Economic analysis** — **Outputs**

Options assessment

Case study: Recognising the option value of flexibility services when planning our network

Grassmoor primary substation (East Midlands) shares a 33kV supply from Chesterfield Bulk Supply Point (BSP) with neighbouring Biwater and Danesmoor primary substations.

Since 2019, we have managed a constraint on the 33kV circuits supplying Grassmoor using flexibility services, enabling us to connect customers in the area without reinforcement, whilst buying time to design and implement a long-term solution. Instead of uprating the existing circuits, we have directed the DNO to build new circuits between Chesterfield BSP and Grassmoor primary, allowing the existing circuits to focus on supplying Biwater and Danesmoor primaries. This solution increases network capacity for Grassmoor, Biwater and Danesmoor in line with forecast long term customer needs. The detailed technical assessments during the NDP and DNOA have allowed reinforcement and flexibility to be used in tandem to maximise whole-system value, reduce overall costs and avoid piecemeal tactical investments. The chosen solution improves network operability whilst also creating wider benefits for neighbouring networks where we have identified future reinforcement needs.



Our DSO website includes a page on **'identifying investment options'**.

This explains our Distribution Network Options Assessment (DNOA) publication, our DNOA Roadmap and links to all DNOA documents. All documents are in pdf format and information is broken down regionally to tailor for regional differences. Our DNOA publication includes a summary of investment decisions reached across our region, providing clear and accessible information to our stakeholders.

Refining and evidencing our evaluation methodology

We continually develop our system planning process and approach to options assessment so that they meet the needs of our customers. Our 2025/26 highlights are:

- We have published a roadmap for how we will evolve our DNOA to include new ED3 flexibility use cases, improve our Cost Benefit Analysis (CBA), and optimise our Optioneering processes.
- We have used demand turn up flexibility to manage generation driven constraints across our network at scale, now covering 54% of our geographic area, rather than defaulting to reinforcement solutions.
- As both chair and sponsor of the "ENA ED3 approach to flex" working group, we are leading the industry on enhancing CBA and Optioneering methodologies. These outputs are crucial for all DNO ED3 Business Plans.
- We have successfully automated our detailed system planning, to improve our pace, efficiency and robustness. These automated analyses include fault simulation contingency and particularly benefits our secondary networks (where we have over 200,000km of circuits and nearly 200,000 substations), having saved over 3,500 person hours in 2025/26 alone.

Collaborating with NESO to enable whole system outcomes

We have proactively engaged with NESO to support their development of Regional Energy Strategic Plans (RESP), using our 10 years of strategic planning experience to accelerate their thinking.

Our collaboration has enabled cohesive alignment of their regional planning and our local planning, ensuring incorporation of our knowledge of customer needs now and in the future.

Through technical working groups, bilateral engagement and teach-ins, we helped shape the RESP methodology and supported NESO to develop an approach that benefits planning for all distribution networks.

For DFES 2025, we created a specific pathway aligned with the transitional RESP which provides transparency for our stakeholders.

Engaging with stakeholders and network users to enhance our system planning

Stakeholder engagement is a crucial input to our network planning and options assessment, enabling network users to directly shape how network needs are resolved.

For DFES 2025, we hosted 544 surgeries with local stakeholders, as well as webinars, surveys and workshops to gather and validate the local priorities and plans of our stakeholders. This cross-sector engagement provides us with evidence that strengthens our options assessment across multiple demand vectors.

We aligned our assumptions with Local Area Energy Plans (LAEPs), ensuring that local housing, transport and industrial ambitions informed our planning, thereby directly shaping the specification, timing and location of future network reinforcements and flexibility procurement.

Feedback tells us that our year-round engagement with our stakeholders is crucial to capturing ever evolving local priorities.

Case study: Impact of data centres
In our DFES 2025 we studied the impact of data centres on the distribution network. We engaged with prospective customers to understand how data centre locations are identified and how they behave once connected.

Our findings were published in a sector leading report and integrated into our planning process to improve assessment robustness and support efficient, coordinated investment.

To help stakeholders engaging with our network planning, our dedicated Strategic Engagement team provides sector-leading guidance, training and technical support to stakeholders providing inputs and using outputs from our system planning process.

This year, we supported development of **31 LAEPs** in our region.

- We supported **Leicestershire Collaborate to Accelerate Net Zero (LCAN)** to address gaps in evidence, capability and coordination that were constraining local delivery ambitions. The LAEP data will feed directly into our next DFES in 2026. Our support surgeries and early engagement on candidate projects improved planning certainty and reduced delivery risk for local authorities and project developers.
- For the **EV Charging Map for Wales initiative**, we convened and coordinated joint engagement between electricity networks and local stakeholders to align electricity and transport planning. We hosted webinars and technical sessions to provide clear, consistent messages on connection requirements across network areas, and collaborated on data sharing to improve visibility of EV charging locations and build rates which we use in our network planning.

We also provide collaborative technical support to regional energy projects, giving stakeholders access to our expertise in energy planning and our network data.

For example, with Salix Finance, we supported local authorities across our region with practical guidance on effectively navigating connections and how to use DSO tools to successfully plan and connect local projects, thereby ensuring timely delivery of government funded energy projects.

Collaborating with other network operators to deliver whole system solutions

We proactively collaborate with other network/system operators on planning, optioneering and decision-making, regularly leading initiatives addressing customer needs that span organisational boundaries.

In 2025/26 **we worked closely with UKPN and SSEN** to establish a coordinated engagement approach for load forecasting for local authorities served by multiple distribution networks. The output was a standardised common data template that allows councils to share their local energy plans consistently with several DSOs.

This removes duplication, saves time and reduces costs for local authorities, whilst ensuring each DSO receives appropriate data for network planning, all reducing the overall cost burden of network planning on energy bills and council taxes.

We regularly undertake cross border strategic studies with neighbouring distribution and transmission operators, jointly assessing constraints at network boundaries to develop **coordinated, whole system solutions**.

This ongoing collaboration improves collective visibility of emerging customer requirements, supports more efficient whole system optioneering, and enables aligned investment decisions.

This work is a vital part of our long-term system planning, including informing ED3 business planning.

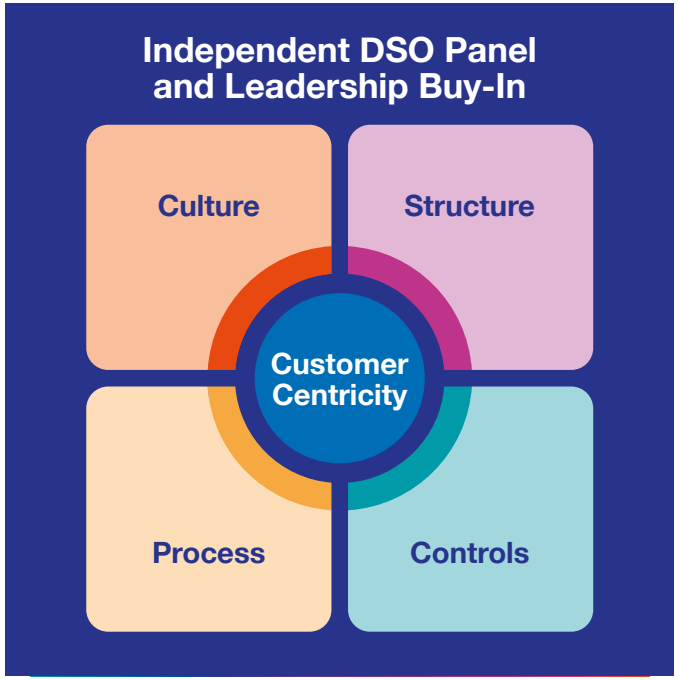
Specific examples of working with other licensees are:

- In mid-Wales, we and SPEN supported NGET's options assessment for an Accelerated Strategic Transmission Infrastructure (ASTI) project. This activity has resulted in options being submitted to NESO for approval that would build transmission across mid-Wales, a strong priority for local stakeholders who want minimal visual and societal disruption, coupled to reduced consumers costs, compared to a fragmented, piecemeal planning approach
- In East Midlands, Our DSO, UKPN and NGET have developed a future strategic plan for Walpole Grid Supply Point and its downstream distribution networks. We incorporated requirements of all three parties and developed a range of credible solutions that were jointly tested for wider system benefits.

"We value NGED's proactive engagement with local authorities on future network planning, and tools and spatial planning platforms like LAEP+ make it easier for us to interpret data and align our project pipeline with regional forecasts. This provides greater confidence that the significant information we have shared on our future energy projects will be reflected appropriately in upcoming network development work"
Local Authority

Conflicts of Interest Mitigation

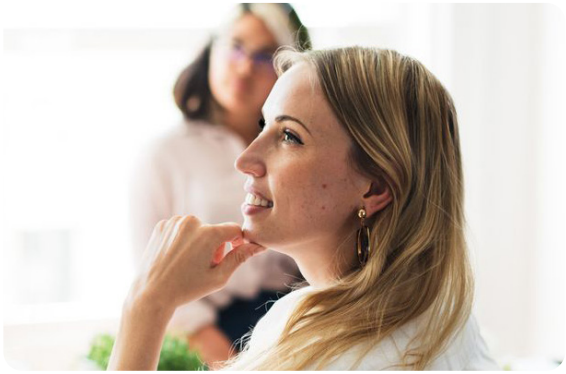
Our culture, structure, processes and controls are central to a governance model that delivers for our customers and stakeholders



Executive management of the interface between our DSO and DNO

Our DSO is functionally separate from the DNO, with structures and processes providing executive level accountability and board-level visibility of DSO decisions.

We publish our separate decision-making framework in our Policy Directive DSO1/0 'Functional Separation of DSO from DNO'. The framework is supported via our DSO-DNO Functional Separation Steering Group: Chaired by the Managing Director of the DSO, membership includes NGED's Chief Operations Officer, Director of Asset Management, Director of Regulation and General Counsel.



We maintain a formalised, structured and carefully governed DSO-DNO relationship

Our primary control for mitigating our conflicts of interests is our published Policy Directive and our suite of DSO policies. These cover both our core regulated DSO roles and our enabling teams (e.g. System Models and Data).

Our approach is sector-leading: we document our processes and interfaces with DNO colleagues and publish these on our website. Our policies provide clarity at working levels of where responsibilities lie and how decision-making operates across the DNO-DSO interface.

Change is an inevitable part of our sector and good governance should recognise this. Therefore, have updated our approach by introducing a change management process for our policies in 2025/26. This ensures alignment with changing regulations and adaption to internal and external changes in a controlled manner. We also introduced a short online training video, to strengthen understanding of conflicts of interest risk management. It has been rolled out to all DSO teams and DNO teams with the active DSO interfaces. It was developed using AI, enabling efficient updates and rapid incorporation of feedback.

Our governance is underpinned by application of the National Grid "three lines" model for risk management. A risk-based approach determines where and how processes should be assured. This provides confidence that conflict-of-interest risk is properly controlled and managed, whilst not incurring excessive costs for customers or creating unnecessary workload for our teams.

Collectively, these measures ensure that conflicts of interest are proactively identified, transparently governed and proportionately managed. Independent scrutiny, clear separation of decision-making and continuous assurance enable us to adapt our approach as system requirements evolve, while maintaining trust and delivering demonstrable consumer and whole-system value.

Independent oversight of our decision-making and governance from our DSO Panel

Our Independent DSO Panel supports our functional separation. They operate as non-executive directors, providing forward-looking strategic advice alongside independent scrutiny and assurance of the DSO.

The Panel bring extensive board level experience within and beyond the energy sector, combined with deep understanding of the DSO role, thereby enabling strong and credible accountability. We meet quarterly, complemented by focused deep-dive sessions.

Examples of change driven by the Panel's challenge are set out below.

Our newly launched customer-centric DSO Strategy

We have had two sessions scrutinising our new 10-year strategy, including our mission, objectives and key results. Panel input has helped sharpen the customer and stakeholder outcomes focus, whilst simplifying the narrative and improving accessibility. We adapted our Strategic Workforce Plan (including our hiring strategies) to ensure we are set up to deliver the strategy and the Panel has also separately scrutinised areas of our Strategic Workforce Plan they perceive as critical to our strategy.

ED3 Business Plan and Early Proposals that set us up for the future of the DSO

We requested feedback on our ED3 proposals, as long-term planning is central to the DSO role. The panel encouraged us to be bold in our articulation of the future, particularly around the role of managing the transmission-distribution boundary.

We put forward four Early Proposals on the role and incentivisation of all DSOs, all of which are being taken forward by Ofgem.

Assurance of our DSO Governance, to ensure our decisions deliver for our customers

We originally planned external accreditation e.g. ISO9001 of our DSO processes to provide transparency for stakeholders. However, discussion with the Panel highlighted that this was neither a proportionate use of DSO resources nor value for money for customers. Instead, we established a robust DSO wide change management policy and received strong feedback that independent audit of our governance framework would represent best practice.

Review of our Key Performance Indicators to ensure our stakeholders understand our outputs

We review our KPIs with the Panel every quarter. They provided feedback on the KPI framing and narrative, highlighting opportunities to improve the explanation of each KPI. Our quarterly KPI reporting is now clearer and includes deep dive sections that highlight the benefits we are delivering and how we have improved.

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Our evidence base for our approach to managing conflicts of interest

Our brand identity helps stakeholders differentiate us from our DNO colleagues.

Our approach to managing our functional separation and potential conflicts of interest is driving a strong culture and identity within our DSO.

Our identity is supported by separate branding, which helps stakeholders understand who they are engaging with and how we create benefits for them. Internally our teams tell us that they are proud to work for the DSO and that their skills are well utilised in their roles.

We have an engagement score of 82%, which is 9 points higher than the industry norm.

We have used new measures and appropriate challenge to deliver greater benefits

The DSO directs secondary network investment for the DNO to deliver, based on our view of future network load. In each of our 27 operations areas, this is combined with other workloads (such as asset health) to create a local work delivery plan.

Due to different priorities for the DNO and DSO, this work was not being delivered at the DSO requested rate. A new KPI monitoring **Directed vs Added** secondary transformers was established across DSO and DNO and discussed monthly by respective leadership.

With this visibility and accountability, delivery increased from 65% in 2024/25 to an over-performance of 103% (through additional work agreed with DSO) in 2025/26, demonstrating that acknowledging a Conflict of Interest and actively monitoring it can drive delivery of the correct outcomes for stakeholders.

Creating whole system outcomes with other system operators

At the transmission-distribution boundary, NESO naturally focuses on the transmission network, whilst NGED naturally focuses on operating its distribution network efficiently and cost-effectively.

This creates a potential conflict of interest where actions that are optimal for NESO may not be for NGED, and vice versa. It is only through working collaboratively that we can deliver optimal whole system outcomes. Our joint Reactive-power Injection Operability Trial with NESO is an example of this collaborative approach. In summer, there is significant flow of power from our distribution network into the transmission network, which is raising the transmission voltage. NESO has a limited number of options at transmission for reducing this voltage. Solutions on the distribution network (e.g. switching out particular lines or altering generator power factors) may be preferable from a whole system perspective, but increase NGED network costs or risks.

Our trial has successfully identified actions that are beneficial, whilst quantifying the risks.

Our new whole system approach will be scaled in summer 2026 and our progress demonstrates how recognising whole system value can deliver better outcomes and drive improvements across the sector.

Enhancing our conflicts of interest management

In April 2025, our DSO-DNO Functional Separation Steering Group discussed what it means to operate a secure system at distribution level, recognising that the energy transition and the uptake of low carbon technologies is changing the context for security of supply.

In addition, network owner, system operator and customer perspectives of resilience may be evolving and require further consideration. In response, we delivered a Network Innovation Allowance initial research project with the University of Bath examining the Future of Security of Supply for Electricity Distribution, to seek and share insights on this topic. This work has already prompted valuable dialogue between engineering and regulatory experts. In parallel we commenced a project on Common Technical Standards with our DNO colleagues. Introducing joint policies, operational agreements and decision-making frameworks between the DSO and DNO (see also Section 5).

In 2025 we reported on our assessment of different approaches to managing conflicts of interest, ranging from almost fully integrated with DNO, through to a legally separate DSO with a separate licence, similar to the initial model for the National Grid Electricity System Operator (prior to the creation of NESO).

We continue to believe that functional separation remains best practice: it is the ideal balance between cost-effective and robust, we have clear evidence it is appropriately controlling the flow of information between DSO and DNO organisations, and it has a strong emphasis on transparency and stakeholder engagement. With the changing role of flexibility for the ED3 price control, we believe that close cooperation between DNO and DSO will be crucial for success. Our integration of change management and risk management into our governance of conflicts of interest will effectively enable this evolution.

Stakeholder buy in and engagement on our approach to conflict of interest

We have engaged extensively with our stakeholders on our governance and decision-making processes via targeted discussions at our events and focused webinars.

Stakeholders have told us that Governance is their lowest priority topic when set against the other DSO Roles. We have adapted our approach to engagement, incorporating governance conversations into our wider stakeholder engagement rather than having them separately.

This reduces engagement burden on our stakeholders. Our 2026 updated Guide to Governance shares information with our stakeholders on our approach and provides a mechanism to seek and share insights across the sector.

For our annually updated Operational Decision-Making Framework, we host a stakeholder webinar to seek their views and input. At our most recent event, the majority of attendees agreed that our approach to governance is effective in managing conflicts of interest with the DNO.

Stakeholders have consistently emphasised the importance of transparent and well governed operational decision making.

In response, in 2025/26 we completed a second line assurance of our DSO7 Network Operations policy, which sets out advance DSO decisions to support safe real time operation by the DNO Control Centre.

The policy provides risk controls supported by our own models, data and trained staff.

No major issues were identified, and our policy will be maintained in line with our change management process.

> "I appreciate the clearer decision making and the improved transparency NGED has introduced over the past year." ... "the strengthened governance gives us confidence as we consider future engagement with flexibility services."
> **Local Authority representative**

Appointment of our DSO Managing Director as DESNZ Flexibility Commissioner

Cathy McClay's role as Flexibility Commissioner is to champion the use of flexibility to support the energy transition.

There is strong alignment between this role and that of DSO Managing Director, but we are aware that there is a potential for perceived conflict of interest from, for example, other DSOs or NESO.

Cathy is subject to the Nolan Principles of Public Life and National Grid's Code of Ethics, which both underpin her transparent approach to communication.

To date, no concerns have been raised, either directly or with DESNZ, but we remain aware of potential concerns and consider this in our communications.

nationalgrid DSO

05

Distributed Energy Resources (DER) Dispatch Decision Making Framework

Our Approach to Monitoring and Dispatching DER on our Network

In 2025/26, we have operated flexibility at scale, leveraging Consumer Energy Resources (CER) and DER connected to our network to unlock local, regional and national system benefits.

Across the year we dispatched over 110,000 flex events, reduced curtailment by 835GWh, and increased transparency with the daily publication of dispatch results.

These actions have delivered a more efficient, resilient, customer-centred, low-carbon energy system. The carbon content of our flexibility dispatch has been zero on 362 out of 365 days this year, driven by the large volume of consumer-led flexibility in our markets, positioning us as a leading network for delivering government's Clean Power 2030 ambition.

Our comprehensive visibility of DER enables effective coordination and dispatch

Our approach to cost-effectively achieving excellent real-time visibility combines physical monitoring of DER and network assets, data from other sources (such as smart meters and Market Gateway) together with power system modelling.

On our Low Voltage (LV) Network;
- **70% of all domestic meters** installed are smart meters
- **309,200 domestic assets registered** on our Market Gateway
- **1,011,424 domestic assets** registered with us via customer notifications
- **8571 Monitors installed** at LV substations

On our High Voltage (HV) Network
- **Metering availability from 68% of 11kV** connected DER sites
- **314 Industrial & Commercial assets registered** on our Market Gateway

On our Extra High Voltage (EHV) Network
- **Telemetry installed at 100%** of 33kV+ connected DER sites
- **21 live Active Network Management (ANM)** schemes

We have metering for 68% of our 11kV connected DER sites. The cost of retrospectively installing monitoring at 100% of HV customer sites without metering would be disproportionate to the value created. Instead, we have directed the DNO to target additional monitoring where it adds the most value - typically intermittent generation sites, where accurate forecasting is difficult. 500 units will be rolled out by the end of ED2, which will provide us with over 90% coverage of DER connections above 1MW, with a further 1,400 monitors being installed in ED3 targeting connections below 1MW.

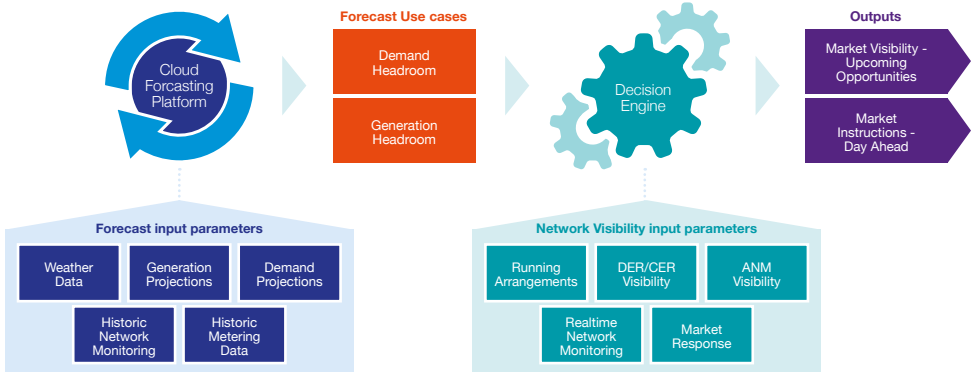
The wider roll-out of HV monitoring is also supporting our **Distributed Power Flow (DPF)** program (which uses computation, rather than extensive new hardware) to determine real-time voltage and power flows across the network. This unprecedented level of situational awareness will enable us to maximise use of our network and minimise renewable generation curtailment, delivering value for consumers.

Foundational work was completed this year and we have undertaken trials across the four licence areas which demonstrate the approach works. The DPF is already informing our decision making and this will ramp up over ED2, with full network coverage in ED3.

Accurate short-term forecasting is fundamental to network operation

Our comprehensive network and DER/CER visibility directly feeds into long term, short term and operational forecasting, enabling us to make coordinated and informed decisions about when and where operational intervention is needed to maintain system operability and user access.

This year we have significantly enhanced our forecasting tools to improve accuracy. We have migrated to a new cloud-based forecasting system that allows for greater scalability and provides access to more granular weather data. Since implementation, **the accuracy of our operational constraint forecasting has increased by 50%**, allowing us to extract more customer value out of our network by maximising the generation and demand that can safely access the system.



DER Dispatch and Operational Decision Making

A clear and transparent framework for real time dispatch decision making

Our Operational Decision Making Framework (ODMF) provides transparency to our customers of our dispatch logic and delivers efficient and consistent decision making by considering our technical, operational, and commercial needs together with those of our customers.

Technical: the limits of our network equipment, to avoid overloading which can impacting the health of the equipment.

Operational: the need to manage power flows on the network to ensure the security of supply to our customers.

Commercial: customer access rights, defined in their connection agreements, which caps the total amount of generation production we can limit.

Our ODMF already accounts for primacy rules and optimisation between distribution and national system outcomes.

This year, we have updated our ODMF to include additional rules for managing distribution level primacy conflicts, along with our approach to operating day-ahead markets and enhanced dispatch logic for FlexUp and managing distribution primacy conflicts. Stakeholders have fed back that the framework is useful, relevant, and that our approach to managing service conflicts is appropriate and clear.

Our 2025/26 dispatch performance

FY26	#
Total number of dispatch events	110,056
Total DTU/GTD Dispatched (MWh)	500
Total DTD/GTU Dispatched (MWh)	6,062
Total Energy Dispatched All (MWh)	6,562

Clear and transparent coordination of flexibility dispatch decisions on the distribution system

As operational complexity increases, we must actively manage primacy conflicts both within our distribution actions and with those of the wider GB system

This active coordination of flexibility services prevents conflicts and ensures optimised use of generation capacity, whilst maintaining system security. Our flexibility operations address constraints across all network voltage levels, requiring careful management to avoid conflicts when different flexibility services have opposing needs.

For example, the FlexUp initiative creates headroom for generation during peak production periods, reducing curtailment. During high production, transmission constraints may trigger Active Network Management (ANM) to reduce generation, potentially conflicting with FlexUp dispatches. To manage these conflicts, we have introduced distribution level primacy rules that ensure coordinated flexibility use and maintain system stability across the network. Our approach provides clear definitions and transparent rules for how we coordinate competing system needs, which we publish in our ODMF.

We led the Open Network working group on dispatch standardisation and the agreed approach is reflected in our ODMF and fully implemented in our Network Operations Policy Suite. These document how we triage constraints within operational timeframes, applying forecasting, modelling and engineering capability to address constraints efficiently. They have been developed and reviewed in line with our governance and as our dispatch logic evolves they will be refreshed in line with our change management principles discussed in section 4.

Our enhanced clearing and dispatch capabilities allow us to instruct flexibility services at scale

We have developed an in-house digital solution to automatically implement our dispatch principles and move away from manual decision making.

This has further increased the scalability of our operations and enabled the roll out of day-ahead markets and new flexibility use cases (such as FlexUp). We continue to push boundaries through our Flexible Power Portal collaboration with SSEN, our dispatch platform for flexibility services. This year, we have unified flexibility dispatch signals and improved market compatibility for FSPs (such as through the consistent implementation of Market Facilitator market rules around baselining). Through Flexible Power we have also provided a more streamlined user experience for FSPs that simplifies onboarding via a standardised route.

Our collaborative development has increased automation and operational efficiency, delivering tangible benefits across all Portal-enabled dispatch instructions, resulting in lower costs, broader participation, and a more streamlined dispatch process.

"Our like minded collaboration across the Flexible Power and ANM User Groups has delivered immense value. Sharing our operational experience has improved transparency, strengthened coordination, and delivered practical enhancements - jointly delivering more consistent approaches to merit order, dispatch and baselining, which contribute to improved customer accessibility and experience."
Gavin Stewart, Flexible Solutions Manager (SSEN) and Helen Sawdon, Head of DSO Operations (NG DSO)

DSO Operational Coordination with NESO and the DNO

Through enhanced coordination and real-time data sharing with NESO we have achieved reduced conflicts, increased DER participation in national markets, improved operational visibility, and underpinned more secure, optimised whole-system operation across transmission and distribution networks.

Enhancing communication channels between ourselves and NESO

We are actively sharing useful data about DER connected on our network with NESO and have developed real-time communication links with them to avoid conflicts, aid wider DER participation and optimise whole system performance.

The MW Dispatch initiative, launched with NESO in the Southwest, allows them to instruct up to 49.7MW of distribution connected DER for national system operation. Since its launch, we have collaborated further to develop wider MW Dispatch use cases across our network, one example is our joint Reactive-power Injection Operability Trial (RIOT) which is addressing voltage issues at the transmission-distribution boundary, as described in Section 4.

A key feature of MW Dispatch is sharing data on DER availability during planned outages. The PODE (Planned Outage Data Exchange) project has established a cloud communication link to share outage data, enhancing NESO's visibility of DER availability, enabling better national system decisions.

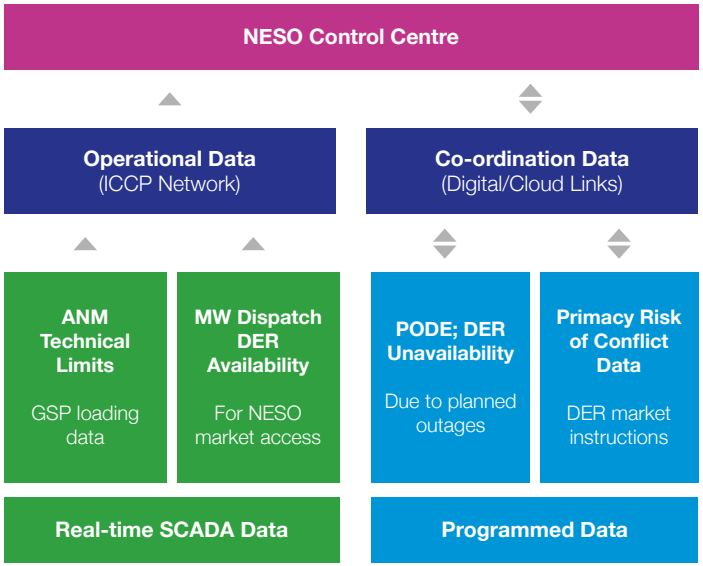
> "The RIOT trial demonstrates that closer operational coordination between transmission and distribution can deliver tangible operability and cost benefits"
> **Gabriel Diaz, Head of Network Access Planning, NESO**

Increasing DER participation in NESO markets via primacy and stacking

We led the Open Networks Primacy working group. This has transitioned to Market Facilitator, and in 2025/26 we have continued to drive progress and provide thought leadership by working proactively to support Market Facilitator achieve its objectives.

A new, enhanced Risk of Conflict (RoC) report has been delivered, expanding its use cases beyond MW Dispatch assets, to locate where conflicts could occur by integrating data from our ANM System and our flexibility market to give NESO greater operational visibility. We will further expand the RoC to include asset data from NESO's DFS market, applying a 'veto' only when necessary to support service stacking and maximise the availability of distribution connected DER/CER to NESO markets.

How we share comprehensive operational data with NESO



Operational coordination of National Grid DSO and DNO teams

We have strengthened collaboration with our DNO to enhance shared situational awareness and avoid conflicts.

Using advanced forecasting and modelling, our DSO optimises system access and flexibility, with decisions visible in DNO Control Centre systems for real-time coordination. We actively share modelling outputs to support generation restoration and seasonal operability insights.

Joint efforts with DNO Outage Planning have significantly reduced DER curtailment during planned outages, **increasing avoided curtailment to 835GWh**. Additionally, we have co-developed Common Technical Standards to align operational decision making, improving efficiency, reducing conflicts, and lowering risks, with a trial recently launched.

Continuing our track record of thought leadership around flexibility dispatch logic, processes and transparency

Over ED2, our approach to network operation has progressed from early innovation projects through to implementation into business-as-usual operations.

We were instrumental in establishing the Flexible Power collaboration. Our leadership and input within the ENA Open Networks initiative and ongoing contribution to the development of Market Facilitator rules have been crucial to standardisation on dispatch principles, primacy, and dispatch interoperability. In 2025/26, we have continued to build maturity in network operation through our ODMF and our approach to whole-system coordination. This is demonstrated by our work with NESO at the transmission-distribution boundary and the significant benefits we have delivered through outage management to minimise generation curtailment. Our continued focus on thought leadership reflects our commitment to efficient, coordinated, transparent and sustainable network operability.

Glossary

API	Application Programming Interface
BSUoS	Balancing Services Use of System charges
CEM	Common Evaluation Methodology
CER	Consumer Energy Resources
CIM	Common Information Model
CLF	Consumer Led Flexibility
CP2030	Clean Power 2030 UK Government Action Plan
DER	Distributed Energy Resources
DESNZ	Department for Energy Security and Net Zero
DFES	Distribution Future Energy Scenarios
DNO	Distribution Network Operator
DNOA	Distribution Network Options Assessment
DSO	Distribution System Operator
DTU	Demand Turn-up
DUoS	Distribution Use of System charges
ED1/ED2	Electricity Distribution price control. Period 1 ran until 31 March 2023. Period 2 runs 1 April 2023 to 31 March 2028.
EHV	Extra High Voltage (33kV and above)
ENA	Energy Networks Association
FSP	Flexibility Service Provider
GSP	Grid Supply Point
HV	High Voltage – 11 kV or less, above 1 kV
ICCP	Inter-control Centre Protocol
LAEPs	Local Area Energy Plans
LIFO	Last In First Out
LV	Low Voltage – less than 1 kV
MVA	Mega Volt Amp
NDP	Network Development Plans
NESO	National Energy System Operator
NGED	National Grid Electricity Distribution
NGET	National Grid Electricity Transmission
Ofgem	Office of Gas and Electricity Markets
Primary network	NGED's 33kV, 66kV and 132kV network
RESP	Regional Energy Strategic Plan
RIOT	Reactive-power Injection Operability Trial
Secondary network	NGED's 6.6kV and 11kV networks
tCO2e	Tonnes of Carbon Dioxide Equivalent

Additional Documents for Further Reading

- **DSO Collaborative Appendix**
- **National Grid DSO Benefits Methodology**
- **DSO Key Performance Indicators 2025/26**
- **Data Portal**
- **Market Insights Report January 2026**
- **DFES Methodology**
- **Distribution Network Options Assessment**
- **DNOA Roadmap**
- **Network Development Plan**
- **DSO1/0 Functional Separation of DSO from DNO**
- **DSO Guide to Governance**
- **Operational Decision Making Framework**

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