# ED3 IT & TELECOMS STRATEGY

ED3-S11

# CONTENTS


| | | |
|---|---|---|
| **Contents** | | **2** |
| **1.** | **Executive Summary** | **3** |
| 1.1 | Our Strategy | 3 |
| 1.2 | our ED3 Vision and Strategic Outcome | 3 |
| 1.3 | Our Totex Ask and Consumer Benefits | 4 |
| **2.** | **Our Vision, Strategic Outcomes & ED3 Objectives** | **5** |
| 2.1 | How our IT & Telecoms strategy supports ed3 delivery | 5 |
| 2.2 | Our Strategic Outcomes and Objectives | 6 |
| 2.3 | Our Target Landscape | 8 |
| **3.** | **Our OT and Telecoms Strategy** | **9** |
| 3.1 | Context and Strategic Rationale | 9 |
| 3.2 | Strategic Goals | 9 |
| 3.3 | Needs case for our proposed investments | 10 |
| 3.4 | Proposed Investments | 11 |
| **4.** | **OUR ED2 TRACK RECORD** | **11** |
| 4.1 | ED2 Investments Delivered | 11 |
| **5.** | **Proposed Investments** | **13** |
| 5.1 | Our ED3 Investments | 13 |
| 5.2 | Our Proposed Operating Costs | 16 |
| **6.** | **Cost Assurance** | **16** |

# 1. EXECUTIVE SUMMARY

## 1.1 OUR STRATEGY

The electricity distribution system is entering a period of profound transformation as the shift to a decarbonised, decentralised and digitally enabled energy future accelerates. Growing electrification, increasing renewable generation, expanding distributed energy resources and greater system volatility are placing new demands on network capacity and resilience. At the same time, customers, regulators and governments expect faster connections, improved efficiency, greater transparency and stronger reliability. Across the diverse regions we serve, these changes are reshaping expectations of the network and the role it must play in enabling a secure, flexible and sustainable energy system.

As these pressures build, the challenge goes beyond network growth alone. A larger and more dynamic system brings greater complexity, more data and a need for faster decision-making. Climate change adds a further dimension, with storms, flooding and extreme temperatures placing increasing strain on assets and operations. In this environment, we must continue evolving our processes, data management and resource planning so they remain effective as system complexity increases.

Against this backdrop, digital capabilities, and the enabling technology capabilities, become an increasingly important part of how we operate. Better visibility and operational intelligence will support faster decisions, helping us maximise network capacity, strengthen resilience and improve customer outcomes. This strategy brings together operational technology (OT), telecommunications, information technology (IT), cyber security, data and artificial intelligence as a single, connected capability. Our approach views each of these as parts of the same system, turning information into insight and insight into action.

ED3 is the prime chance to build these capabilities in a deliberate and balanced way. Our investment balances the affordability and deliverability challenges with the risk of underinvestment leading to constrained future growth, flexibility and resilience. Throughout the development of our ED3 plan we have consulted stakeholders[1] along the way and adapted to ensure their needs are heard and met.

By investing in resilient and up-to-date operational technology and telecommunications, and strengthening data, cyber and digital foundations, we will enable key outcomes for our customers; faster electrification and local growth (35% reduction in long-term energy costs), a reliable and secure network for the future (supporting the creation of £10.2bn in additional GVA), and easier access & improved customer experience (protecting up to 210,000 jobs from network investment alone).

This annex should be read in conjunction with the ED3 Data and Digitalisation Annex (ED3-S13), which sets out the strategy and portfolio of investments under Data and Digitilisation.

## 1.2 OUR ED3 VISION AND STRATEGIC OUTCOME

Our strategic goal for IT & Telecoms (IT&T), including Data & Digitalisation (D&D), in ED3 is to “Create a modern, intelligent electricity network that uses high-quality data, digital tools and responsible AI to provide faster, more accurate and more reliable services.” This is underpinned by five objectives and strategic pillars for the period and will be delivered through a combination of our investment programme and our BAU function, funded through Business Support Costs. This strategic goal for ED3 is set against our 10-year Digital Vision, which is endorsed through our executive committee.

Our Strategic Objectives, which will enable and support the delivery of our ED3 business plan, and associated six Strategic Investment Themes, that will set us up for ED4, are set out in

Figure 1.1.

Linking and signposting across our ED3 submission, objectives one to three are set out in the ED3 Data and Digitalisation Annex (ED3-S13) and delivered through the associated Digital Justification Papers (DJPs). The fifth objective is covered through the Cyber Resilience Overview Document and delivered through our Cyber Resilience Investment Documents (CRIDs). The fourth objective, Visible and controllable network, is covered in more detail in this document and the associated Engineering Justification Papers (EJPs).

This document provides additional detail specifically on the IT, OT and telecommunications capabilities required to meet the objective of “Visible and controllable network”.

[1] Refer to the Data and Digitilisation Annex (ED3-S13) for more detail on stakeholder feedback

Figure 1.1: Our Strategic Objectives and Investment Themes




### 1.2.1 OUR INVESTMENTS

Figure 1.2 below summarises our investments across the IT&T, Cyber Resilience and D&D portfolios, excluding asset driven OT investments. Table 1.1 summarises our investments aligned to the Business Plan Data Tables across the Non-Operational IT&T, Operational IT&T and Business Support Costs (IT) categories with the Data and Digitalisation sub-set identified. For the avoidance of doubt, all Cyber Resilience costs are represented in the CRBP and associated CRIDS and not duplicated in this document outside of the summary in the figure below.

Figure 1.2: Summary of proposed expenditure by Strategic Investment Theme



## 1.3 OUR TOTEX ASK AND CONSUMER BENEFITS

Table 1.1: Our IT&T Totex Investment Summary (exc. Cyber Resilience)

| (£m) | 2028-2029 | 2029-2030 | 2030-2031 | 2031-2032 | 2032-2033 | ED3 Total |
|---|---|---|---|---|---|---|
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |

### 1.3.1 VALUE AND BENEFITS ENABLED

Our proposed investments provide the digital, operational technology and telecommunications capabilities required to operate a more resilient, visible and responsive electricity network. They enable faster customer connections, improve network reliability and restoration, strengthen support for vulnerable customers and provide the operational visibility required to manage a growing and increasingly complex electricity system. Together, they create a smarter network that delivers better outcomes for consumers while maintaining long-term affordability.

For customers seeking to electrify homes, businesses and communities, our investments will accelerate access to network capacity and simplify the connections journey. Investments in digital customer services, network planning, flexibility and operational technology are expected to provide approximately 5GW of earlier connection capacity by 2033, up from 2.3GW in ED2, and increase the proportion of applications processed through automated workflows to 90%. The value is realised through the Connections, Planning and DSO functions. This is where improved planning, flexibility and customer-service capabilities support earlier capacity release, more informed connection decisions and a more transparent customer journey.

For network reliability and resilience, the investments improve visibility, control and asset intelligence across the network. Enhanced operational technology, modern telecommunications and risk-based asset management capabilities will support faster fault identification, more informed operational decisions and improved restoration performance, while reducing operational and cyber risk associated with ageing technology. Predictive maintenance and improved asset visibility are expected to remove 20% of network risk in SEPD and 12% in SHEPD, while modern control room capabilities and network simulation tools will improve restoration times and network management performance leading to reduction in CIs and CMLs. The value is realised through Asset Management, Network Operations and Network Planning activities, where improved asset information, condition insight and operational visibility support better maintenance, investment and restoration decisions.

Our investments also deliver significant benefits for vulnerable customers and communities. By combining vulnerability, outage and operational data, we will provide targeted support to 90% of vulnerable customers, reduce home-visit prioritisation times from 12 hours to 3 hours and reduce welfare hub mobilisation times from up to 8 hours to 1 hour during major incidents. The value is realised through Customer Service, Distribution Operations and Storm Response teams, enabling earlier identification of vulnerable customers, more effective welfare planning and better coordination with resilience partners during severe weather events.

[redacted]

# 2. OUR VISION, STRATEGIC OUTCOMES & ED3 OBJECTIVES

## 2.1 HOW OUR IT & TELECOMS STRATEGY SUPPORTS ED3 DELIVERY

As set out in the ED3 Business Plan Main Document (ED3-BP01), we have clear targets and objectives for our business aligned to the four Ofgem priority outcomes and shaped by stakeholder feedback – Investing in growth and the energy transition; Ensuring a responsible and sustainable business; Creating a smarter network, and; More resilient networks for customers.

Our ED3 Business Plan Main Document (ED3-BP01) sets out three key outcomes for customers, aligned to Ofgem's four priority areas and shaped by stakeholder feedback. Delivering the commitments under each outcome depends on enabling technology and digital capabilities, some of which exist today, some of which need extending, and some of which must be newly established. This Strategy, supported by the ED3 Data & Digitalisation Annex (ED3-S13), sets out what we need to deliver in ED3 and how the proposed investments will get us there, as summarised below.

**Table 2.1: Outcomes for Customers Summary**

| FASTER ELECTRIFICATION AND LOCAL GROWTH |
| --- |
| Demand for electricity is expected to at least double by 2050. At the same time, customers are increasingly looking to connect electric vehicles, heat pumps, renewable generation, alongside sustained development of new housing, |

industry and data centres. Our regions will decarbonise and grow, which in turn results in our network expanding, but to do so we need to connect customers quickly and affordably. Engagement and collaboration with local authorities and regional bodies will be key to enabling this, along with delivering additional network capacity and the flexibility services that will enable further electrification and decarbonisation. We need to upgrade our LV network, and make homes ready for Low Carbon Technologies. All of this is underpinned by smarter planning, which is more accurate, informed by improved data sets and faster to execute.

**A RELIABLE AND SECURE NETWORK FOR THE FUTURE**

Our electrified future depends on having a modern, resilient and secure distribution network capable of carrying more power to more homes, businesses and communities. As our network grows to meet the demands of the future, and its criticality to communities, society and the economy increases, we must be ready to manage that network reliably, maintain its security and increase the resilience of our network in the face of changing climates. We will need to replace the right assets through our Non-Load Programme and ensure that we maintain assets when they need to be maintained rather than when a time schedule tells us to. We will maintain our current high levels of reliability despite worsening conditions and deliver targeted 'Worst Served Customer' schemes to reduce the number of customers experiencing the most interruptions. Recognising that threats to our network go beyond the traditional physical world, we need to be ready to face increasing cyber threats.

**EASIER ACCESS AND A BETTER CUSTOMER EXPERIENCE**

We will deliver a step change in customer access and experience across the range of customer interactions and journeys. Customers need to connect, and we need to make that as frictionless as possible - we will deliver the Connections Reform programme, and make it faster, easier and simpler for customers to connect and reduce the "time to power". Customers will have a better experience when interacting with us, and we will be a sector leader in proactively supporting vulnerable customers, especially in their times of deepest need.

---

Digital capability will support delivery across our ED3 plan. It will build on the progress made during ED2, including the customer capabilities delivered through our Bridge Programme. This will help us manage a larger and more complex network, while improving the service customers receive. Better data, asset visibility and analytical tools will support more informed investment and maintenance decisions. They will also help us use existing capacity more effectively and manage changing demand, generation and network constraints. Investment in secure operational technology, telecommunications and cyber capabilities will improve how we monitor and control the network. It will also strengthen resilience. Digital services and automation will help customers connect more quickly and improve the support available to vulnerable customers. They will give our people the information and tools needed to work safely and efficiently. This will reduce the cost to serve and allow more time to be spent on work that delivers value for customers.

## 2.2 OUR STRATEGIC OUTCOMES AND OBJECTIVES

As described above, we believe that IT&T, Data and Digitalisation and Operational Technology are an essential component of our overall ED3 business plan. We will depend on the delivery of the outcomes set out in this Strategy and the ED3 Data & Digitalisation Annex (ED3-S13) in order to realise the ambition that we have set in ED3 as a business.

**Figure 2.1: Our IT & Telecoms Strategy Summary**

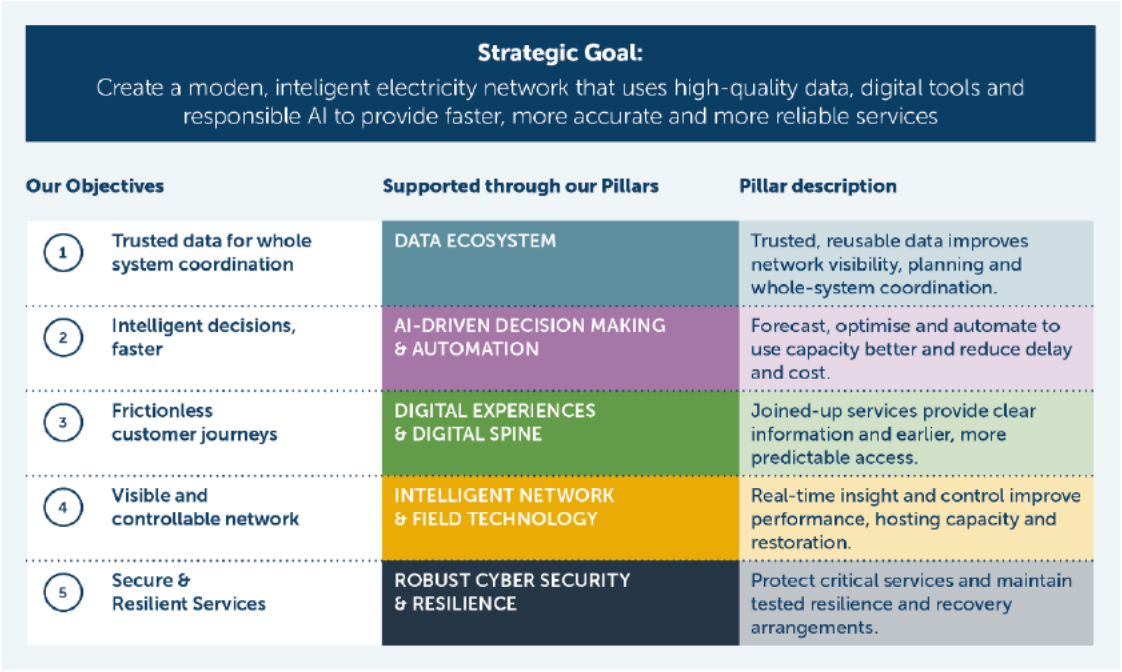
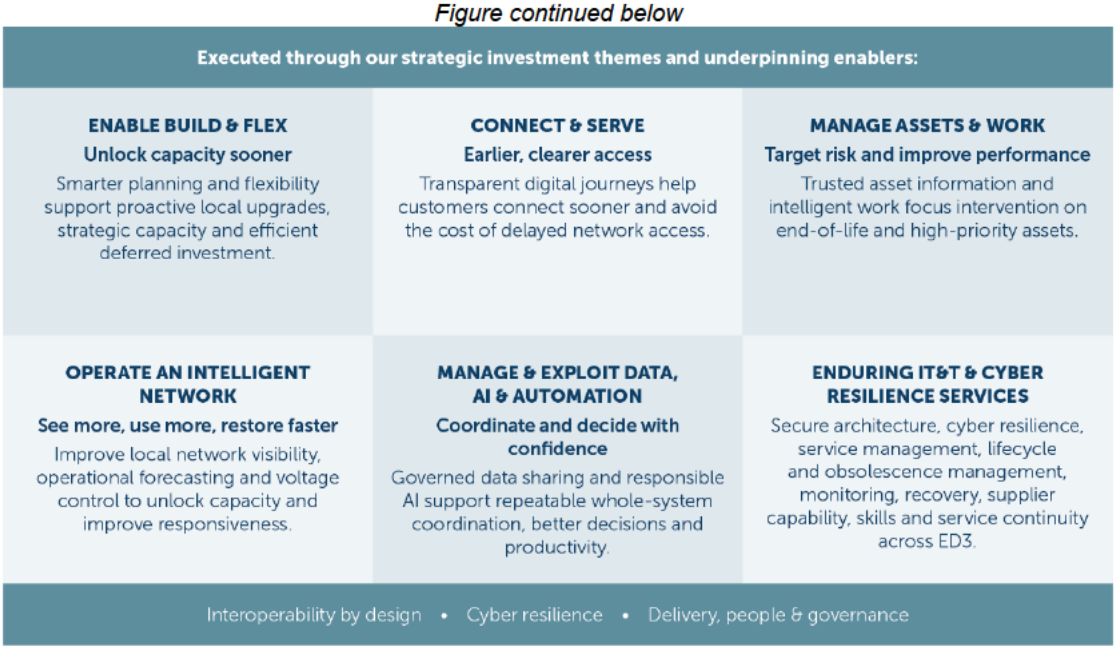



*Figure continued below*




This Strategy, supported by the ED3 Data & Digitalisation Annex (ED3-S13), sets out the five strategic objectives and Pillars that guides and informs our portfolio of investments needed to deliver the technology and business capabilities needed to meet the needs of the business through ED3. Our strategy is grounded in a longer term 10-year ambition for digital and technology in our organisation, this strategy builds on what we are investing in now, during ED2, and established the capabilities needed for further exploitation in ED4.

Our objectives are deliberately cross cutting, designed to describe the type of services and capabilities that need to be provided to the business to support the ED3 business plan delivery. The Strategic Investment Themes align more concretely to the functional digital & technology needs of the business to either deliver new capabilities or provide a more resilient and secure technology landscape.

The ED3 Data and Digitalisation Annex (ED3-S13) sets out more detail on the Strategic Objectives and Investments Themes and how our strategy supports the Ofgem Digitalisation Objectives and supports our journey to adopting the principles set out in the Energy Digitalisation Framework. Table 2.2 below, sets out more information on the strategic objectives and pillars for IT & Telecoms and which document to find out more information.

**Table 2.2: IT & Telecoms Strategic Objectives and Pillars**

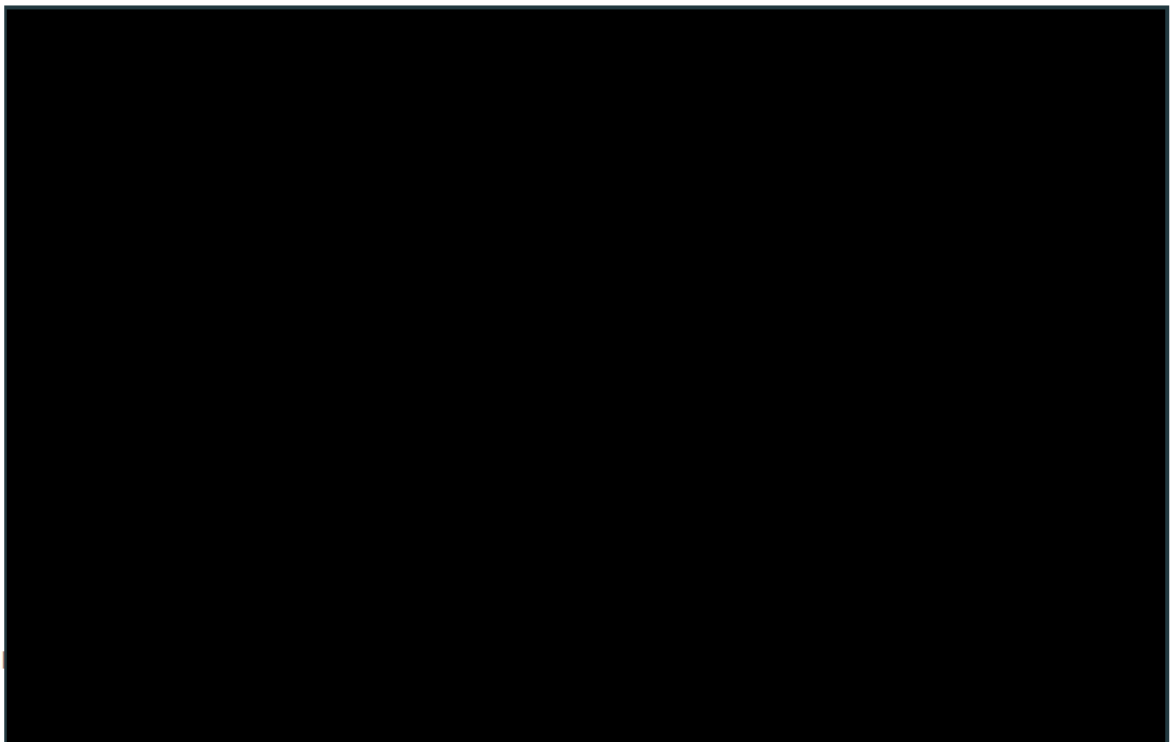
| OBJECTIVE - PILLAR |
| --- |
| ***Trusted data for whole system coordination*** **- DATA ECOSYSTEM** |

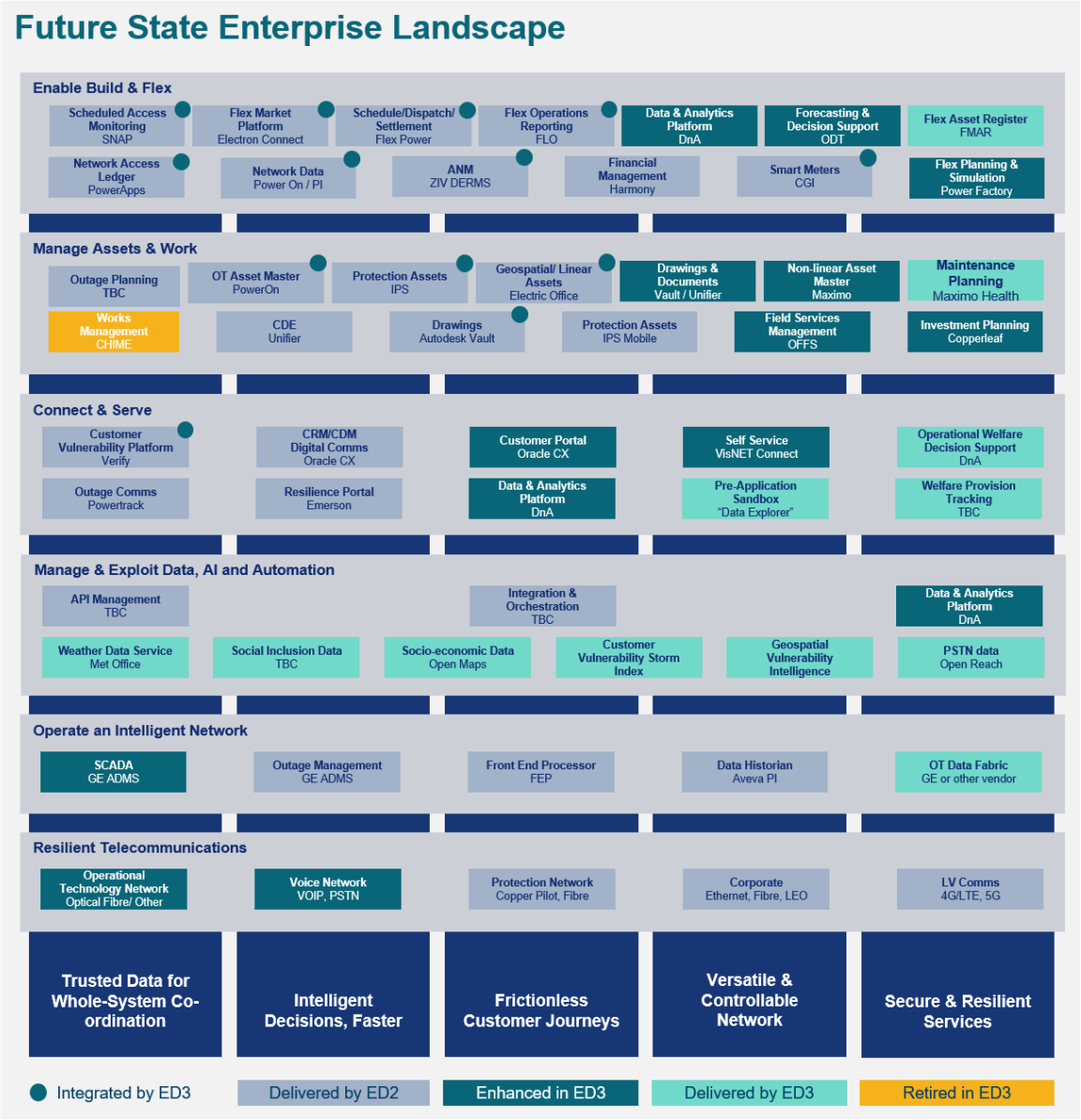
| OBJECTIVE - PILLAR |
| --- |
| Trusted, reusable data improves network visibility, planning and whole-system coordination. This supports not only how we use data internally within the organisation for network visibility and system planning, but also how we interoperate with the wider energy ecosystem through industry initiatives such as DSI. Where to see more: ED3 Data and Digitalisation Annex (ED3-S13). |
| ***Intelligent decisions, faster*** **- AI-DRIVEN DECISION MAKING & AUTOMATION** |
| Forecast, optimise and automate to use capacity better and reduce delay and cost. Bringing reliable and accurate data and intelligence into the hands of the decision makers so that, in turn, decisions can be made quickly and confidently – knowing that they are made using the best possible insight. Speeding up processes, reducing friction and building trust. Where to see more: ED3 Data and Digitalisation Annex (ED3-S13). |
| ***Frictionless customer journeys*** **- DIGITAL EXPERIENCES & DIGITAL SPINE** |
| Joined-up services provide clearer information and earlier, more predictable access. Making access to our services simpler and easier for all consumers, providing better support for vulnerable customers. Automating customer journeys including a wider range of connection application types. Also considering our customers of digital services being the internal users of our business, we will drive efficiency and effectiveness through digitalisation and automation. Where to see more: ED3 Data and Digitalisation Annex (ED3-S13). |
| ***Visible and controllable network*** **- INTELLIGENT NETWORK & FIELD TECHNOLOGY** |
| Real-time insight and control improve performance, hosting capacity and restoration. Achieved through the co-ordinated and orchestrated improvements in the collection, communication and utilisation of network and asset operational performance data into our Operational Technology systems – enhancing our capabilities across network visibility and control at all network voltages. Underpinning all of this is the investment needed in telecoms to upgrade our OT Network to improve reliability, performance and future maintainability and cost to serve. Where to see more: This document, Section 3. |
| ***Secure & Resilient Services*** **- ROBUST CYBER SECURITY & RESILIENCE** |
| Protect critical services and maintain tested resilience and recovery arrangements. Continuing and building on our ED2 Cyber Resilience Programme with threat and risk led improvements to our capabilities which increase our cyber security footing and introduce new, and expand existing, capabilities and controls to manage risk. Where to see more: ED3 Cyber Resilience Overview Document (ED3-S15). |

## 2.3 OUR TARGET LANDSCAPE

ED3 will build on our ED2 technology foundations into a connected digital capability for the business - linking systems, data and decisions so we can operate the network more intelligently, serve customers faster and target investment with greater confidence. This technology design underpins our Digital Strategy which is described in our ED3 Data and Digitalisation Annex (ED3-S13).

**Figure 2.2: Future State Enterprise Architecture**






# 3. OUR OT AND TELECOMS STRATEGY

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

# 4. OUR ED2 TRACK RECORD

## 4.1 ED2 INVESTMENTS DELIVERED

Table 4.1 summarises the outcomes of the investments that will be delivered during ED2 and the foundation that sets for ED3 investment.

**Table 4.1: Our ED2 Investment Summary and link to ED3**

| DESCRIPTION | OUTCOME |
|---|---|
| [redacted] | [redacted] |

| DESCRIPTION | OUTCOME |
| --- | --- |
| [redacted] | [redacted] |

# 5. PROPOSED INVESTMENTS

Our investments enable the value we will deliver in our Business Plan. Each investment is described in more detail in the relevant Investment Justification Paper, including business justification, optioneering, cost benefit analysis, and delivery timelines.

Our investment identification and development approach has ensured that initiatives that we propose are a priority and we need to deliver them in ED3, as waiting longer, in some cases, will not benefit customers from a long-term value perspective. Each investment definition paper sets out the alignment of the investment to the relevant outcome and measurement which we set out in our ED3 Business Plan Main Document (ED3-BP01). There were investments that were not included in the portfolio, specific reasons vary but ultimately came down to the value case and alignment to the priorities above not being as strong as we would like. These excluded investments may well be proposed later, e.g. through a re-opener, but as a result, we believe that this is the right portfolio of investment for our business in ED3.

## 5.1 OUR ED3 INVESTMENTS

To deliver this long-term vision, we are proposing a set of Digital, Data, OT and Telecoms investments which directly link to key strategic requirements, whether that is support the Build & Flex strategy (outlined in the ED3 Load Related Expenditure Annex (ED3-S01), our DSI obligations, or providing a resilience comms network to support asset visibility.

**Figure 5.1: Our strategy development approach for ED3**



### 5.1.1 POLICY ALIGNMENT

As described in the previous section, our investments are shaped by our organisation's business strategy, which is in turn aligned to the requirements of the regulator within the price control, and our broader technology and IT policies. Our key policy drivers are:

**Table 5.1: Policy Drivers**

| POLICY DRIVERS | |
|---|---|
| **Data as a Business-Led Strategic Enterprise Asset** | Our Data policy is very clear that Data is a strategic asset that is foundational to a modern, effective, business. This is aligned with Ofgem's strategic direction around increasing Asset Visibility and opening data access to consumers and the wider UK ecosystem. Our DSAP further supports this ambition with clear objectives around leveraging data for the benefit of the community. |
| **Cloud First and Software as a Service (SaaS) First** | Cloud First and SaaS First is driven by our Corporate Network Standard which dictates that our Non-Operational IT investments must be cloud first. While this drives higher Operational Costs, it materially reduces the capital investment cycles historically required to continuously upgrade and address obsolescence in on premise systems. |
| **Enterprise Platforms before Local Solutions** | The implementation of smaller, point solutions may solve immediate issues but often then lead to inefficiencies and multiple years of rework and custom development. We can contract with SSE group for cost-effective services and the use of common, central, systems and platforms. We will continue to seek to leverage that capability to the benefit of consumers. |

| POLICY DRIVERS | |
|---|---|
| **Responsible and Governed AI Adoption** | AI presents exciting opportunities for all of us. Our vision is to responsibly and safely harness the transformative power of AI to drive innovation, efficiency, and sustainability across all aspects of our operations. |
| **Enabling Digitalisation** | As per our licence condition, our Digital Strategy, refreshed every two years, with action plan updates every six months, is clear that we must enable digitalisation across our business for customers and stakeholders. With the principles set out in the Energy Digitalisation Framework, this strategy supports our journey to the adoption of these principles. |

### 5.1.2 SUSTAINABILITY

We have interpreted sustainability as the ability of our capabilities to remain secure, supportable, resilient, cost-efficient and environmentally responsible across ED3 and beyond. This means avoiding short-term technology choices that reduce the ED3 cost envelope but create avoidable rework, obsolescence, unsupported systems, supplier dependency, inefficient operation or future affordability pressure.

We have applied this sustainability lens through our investment assessment process. This approach is reflected in our focus on OT platform refresh, Evergreen ADMS, OTN network modernisation and resilient communications, all of which reduce technology debt, improve supportability and create a more stable foundation for ED3 and future price controls. In addition, we have a range of SSE Group level policies & processes that we comply with related to sustainability, including PR-IIT-035 "Refurbishing, Reusing & Recycling IT Hardware" covering how SSE comply with WEEE Directive and we recognise the role that IT will play in the execution of our ED3 Environmental Action Plan (ED3-S14).

### 5.1.3 D&D INVESTMENTS SUMMARY

**Table 5.2: Data and Digitalisation Investment Summary (Full scope, rationale/needs case, commitments and cost detail are set out within the ED3 Data and Digitalisation Annex (ED3-S13).**

| STRATEGIC INVESTMENT THEME | INVESTMENT NAME | REFERENCE |
|---|---|---|
| **Connect & serve** | Evolution of Customer facing applications | DIGI-01-01 |
| **Connect & serve** | Customer Vulnerability | DIGI-01-02 |
| **Enable build & flex** | Probabilistic planning and Power Flow Tools | DIGI-03-01 |
| **Enable build & flex** | Evolution of Flex Toolkit | DIGI-03-02 |
| **Enable build & flex** | Standardise Network Design through Digital Engineering | DIGI-05-05 |
| **Enable build & flex** | DSO Enhanced Systems & Orchestration | DIGI-10-01 |
| **Manage & exploit data, AI & automation** | Data Ecosystem | DATA-01 and AI-01 |
| **Manage assets & work** | Improve Network Reliability through Risk-based and predictive maintenance | DIGI-04-01 |
| **Manage assets & work** | Ensuring Complete and Trusted Asset Information Across the Lifecycle | DIGI-04-03 |
| **Manage assets & work** | Integrating Investment Optimisation with Asset Management and Network Planning | DIGI-04-05 |
| **Manage assets & work** | Intelligent Work Management | DIGI-04-07 |
| **Manage assets & work** | AI AR Supported Workforce Training | DIGI-06-02 |

### 5.1.4 OPERATIONAL IT & TELECOMS INVESTMENT SUMMARY

Table 5.3 below, sets out the summary of our proposed Operational IT and Telecoms investments under the two investment themes of Operate an Intelligent Network and Enduring IT&T & Cyber Resilience Services. More details of these investments are available in the relevant EJPs. All of these investments have a primary investment driver of IT&T Baseline investment in Operational Technology to uplift our capability, with a secondary driver of increasing resilience (for TELE-01-03, TECH-02-01 & TECH-02-06) and addressing underlying technology risk (for TELE-01-03 and TECH-02-06).

Table 5.3: Details of our proposed IT&T Investments

| IT&T INVESTMENTS | REQUESTED ED3 TOTEX | STRATEGIC INVESTMENT THEME | BPDT LINE REFERENCE(S) | INVESTMENT ID |
|---|---|---|---|---|
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | [redacted] | [redacted] | [redacted] |
| [redacted] | [redacted] | | | |

### 5.1.5 OUR INVESTMENT DEPENDENCIES

The dependencies between our D&D investments and our IT&T investments are set out in the ED3 Data and Digitalisation Annex (ED3-S13).

### 5.1.6 DELIVERABILITY

Our delivery model for change execution will evolve in ED3 to respond to the lessons learnt and in readiness for the future skills and technologies required of both our transformation portfolio and the evolving technology landscape such as AI and quantum.

We are already changing our delivery model in ED2 to improve the throughout and reliability of the change delivery across the IT&T and D&D Portfolios. We are moving to a structure, where each major portfolio group under a single accountable Head of, who will look after all change and run activities through a functionally aligned organisational structure. Under functional pillars, e.g. Asset Management, Data & AI, Customer, Works Execution etc – each pillar will have dedicated inhouse capabilities, which can be scaled through resource augmentation or strategic partners. The core capabilities in each team will cover delivery leadership, engineering/development, testing leadership and solution architecture. Third party resource will deliver any augmentation on delivery and architecture and the following capabilities: developers, testing, integration, service readiness, cloud specialists, business readiness, training. These functional pillars align up into the business through Business Product Owners and Value Streams which are sponsored by the relevant business Directors. Our ED3 Data and Digitalisation Annex (ED3-S13) sets out our conceptual design for the future ED3 delivery model.

## 5.2 OUR PROPOSED OPERATING COSTS

[redacted]

# 6. COST ASSURANCE

Our disciplined approach to assuring our cost spans multiple phases and techniques to ensure our investment portfolio delivers value for customers and does not add materially to UK home owner bills.

**Figure 6.1: Summary of our approach to cost assurance**

