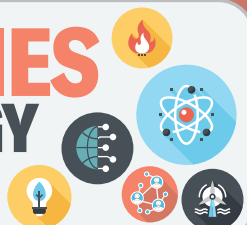


UTILITIES STRATEGY FORUM



DIGITISE OPTIMISE INNOVATE

DE VERE HORSLEY ESTATE, SURREY
27th & 28th NOVEMBER 2025

Introducing our
Chair for the
Forum...



Sam Fox
**Chief Strategic
Planner**
United Utilities



SPEAKERS



Matt Webb
**Chief Information
Officer**
UK Power Networks



Simon Coldham
**Chief Information
Officer**
Office for Nuclear
Regulation



Ellie Bateman
Chief of Staff
Centrica



Louise Walsh
**Chief Customer
Contact Officer**
Utilita



Lila Thompson
**Chief Executive
Officer**
British Water



Emma Fletcher
**Low Carbon Homes
Director**
Octopus Energy



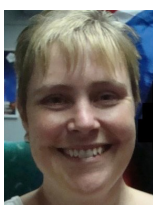
Michelle Tilley
**Safety and Schedule
Assurance Director**
EDF Energy



Tania Flasck
**Director of Water
Operations**
Southern Water



David Adkins
**Head of
Transformation
Strategy and
Design, Electricity
Transmission**
National Grid



Sallyann Blackett
**Head of Volume
Forecasting**
E.ON



Michael Ricketts
**Head of Data
Analytics**
SSE



**Richard Hynes-
Cooper**
Head of Innovation
Northern Gas Networks

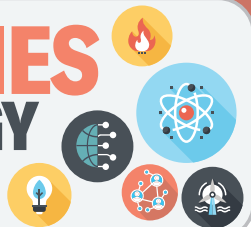


Gary Adams
**Head of Metering
Operations and Smart
Transformation**
Northumbrian Water



Dan Green
**Head of Sustainability
and Innovation**
Wessex Water

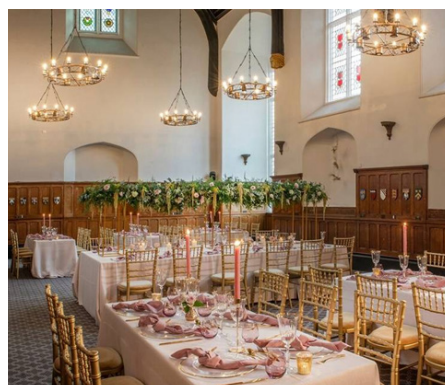




MAIN THEMES

- Energising Innovation with AI and Automation
- Digital Pathways to Net Zero - Smart Tools for Sustainable Utilities
- Transforming Network Operations with Predictive Intelligence
- Building Future-Fit Compliance Models for Scale
- Intelligent Infrastructure - Power Your Performance
- Predicting Demand - Optimising Processes with Forecasting
- Revolutionising Field Operations with an Agile Workforce
- Unlocking Smarter Cost Management Across Operations

VENUE



DE VERE HORSLEY ESTATE

De Vere Horsley Estate, nestled within 70 acres of picturesque Surrey parkland, effortlessly combines historic charm with modern sophistication. The estate features elegant bedrooms set across a historic mansion and contemporary accommodation blocks, and guests can enjoy access to a fully equipped gym and relaxing leisure facilities, all surrounded by serene countryside views. With a selection of versatile meeting and event spaces, including the grand Horsley Towers and dedicated conference centre, the estate can host up to 250 guests.



DIGITISE OPTIMISE INNOVATE

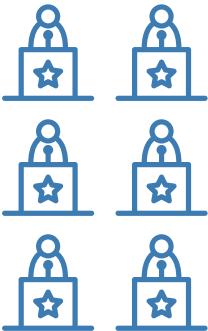
STRATEGY NIGHT LIVE

ADDITIONAL PRE-EVENT EVENING
LIMITED SEATS AVAILABLE



17:00 - 18:00 **Registration and Networking Reception**

18:00 - 18:15 **Drinks Reception**



MEET THE SPEAKERS
A fun and interactive way to meet the speaker faculty

20:00 - 21:30 **Networking Dinner**



EVENT AGENDA DAY ONE - 27th NOVEMBER

08:00 - 08:30 **Registration and Networking Reception**

08:30 - 08:40 **Chair's Opening Remarks**



Sam Fox
Chief Strategic Planner
United Utilities



08:40 - 09:00 **The Intelligent Threat - How AI is Reshaping Cybersecurity**  **OPENING KEYNOTE**



Matt Webb
Chief Information Officer
UK Power Networks

As OT and IT systems become increasingly interconnected, cybersecurity is entering a new phase of complexity. The deployment of AI and automation is enhancing operational efficiency, but also expanding the attack surface, introducing new vulnerabilities and requiring different approaches to system defence and recoverability. Threats are evolving in sophistication and volume, and with the growing variety of attack vectors, resilience planning must now include advanced, adaptive technologies.

UK Power Networks have been harnessing AI to strengthen their cybersecurity posture, developing intelligent systems that support early threat detection, rapid response, and robust system recovery. Matt will outline examples of use, exploring how organisations can future-proof their cyber strategy by viewing AI as both a risk, and a powerful defence mechanism.



09:00 - 09:20

Redefining Operational Agility and Customer Service with Kraken



Emma Fletcher
Low Carbon Homes
Director
Octopus Energy

As the sector grapples with rising customer expectations, complex supply chains, and the urgent need for agility, the role of technology has shifted from supportive to strategic, becoming a key enabler of transformation. In response, Octopus Energy developed Kraken, a proprietary platform purpose-built for the energy industry. Powered by advanced data and machine learning, the platform automates aspects of the supply chain, enhances customer self-service, and drives rapid innovation through its scalable, cloud-based architecture.

This session will explore how technology can go beyond system upgrades to reimagine customer-led service and operational excellence. Emma will outline the strategic thinking, cultural shifts, and leadership decisions that enabled Kraken's success, sharing insights that other organisations can apply in their own digital transformation journeys.



octopusenergy

09:20 - 09:40

Solution Provider Case Study

09:40 - 10:00

Powering Change - National Grid's End-to-End Transformation Journey



David Adkins
Head of
Transformation
Strategy and
Design, Electricity
Transmission
National Grid

National Grid have been refining their transformation strategy with a focus on scaling their people, processes, technology, and data capabilities. Central to this strategy is the development of 14 targeted programmes aimed at reshaping how they analyse, manage, and deliver end-to-end change across the organisation.

This session will outline their approach, and how it underpins the introduction of the Ultra Grid concept, an advanced, super high-voltage network that requires modernising infrastructure and expanding grid capacity to enable a more sustainable energy future. Looking ahead to 2030 and beyond, Dan will share how the strategy engages key stakeholders and builds the internal capability needed to lead and embed lasting transformation.

nationalgrid

10:05 - 10:25

Solution Provider Case Study - Stream 1/2/3/4

10:30 - 11:00

Business Meetings



11:00 - 11:20

Leading the Way to a Sustainable Future with NeRV



Richard Hynes-Cooper
Head of Innovation
Northern Gas
Networks

The Net Zero Research Village (NeRV), featuring nine homes built to represent five different construction eras, is a pioneering initiative designed to accelerate decarbonisation through innovative solutions and cutting-edge technologies. As a digital twin, NeRV serves as a unique virtual and physical testbed for sustainable living, integrating real-time data to optimise energy performance and system design.

This session will explore the project's overarching vision and its pivotal role in the fight against climate change, detailing the smart grids, energy-efficient systems, and renewable sources deployed within the village. Richard will provide insights into the ongoing research projects and collaborative efforts in the UK's first integrated whole-systems demonstration site focused on net zero, and its potential to shape sustainable living practices.

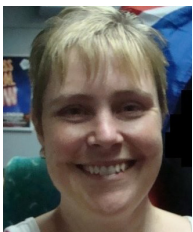


11:20 - 11:40

Solution Provider Case Study

11:40 - 12:00

Navigating Market Volatility - Collaboration in Volume Forecasting



Sallyann Blackett
Head of Volume Forecasting
E.ON

In an industry where consumption patterns are shaped by a wide range of variables, from weather and economic trends to regulatory change and shifting customer behaviour, volume forecasting has never been more critical. E.ON are refining their forecasting models through advanced analytics, machine learning, and close international collaboration, working across multiple regions to align data, methodologies, and strategic planning.

Sallyann will emphasise the importance of cross-border knowledge sharing and coordination when adapting to market volatility, to drive accuracy at scale. She will offer a valuable perspective for those navigating the operational challenges of energy demand to support more informed and adaptive decision-making.



12:05 - 13:00

Group 1 - P2P Connect Speed Networking



12:05 - 13:00



Ellie Bateman
Chief of Staff
Centrica

Group 2 - Group Discussion **Rethinking Customer Journeys Through Data-Driven Insights**

Gaining a comprehensive understanding of the customer through advanced analytics, personalised engagement, and aligning internal teams around data-driven decision-making can enable organisations to maintain a competitive edge. When predictive models are used to anticipate customer needs, the entire customer journey can be reimagined, from initial interaction through to long-term engagement.

This session will be set in an interactive format, whereby Ellie will draw on case study examples from Centrica, and encourage conversations around your thoughts, challenges, questions, and examples.

Discussion points will include:

- How can we identify where data can add the most value to improve customer engagement?
- What strategies can be employed for aligning teams and breaking down silos to turn insights into action?
- How can we create a clear and realistic roadmap for data enabled transformation?



centrica

13:00 - 14:00

Networking Lunch



14:00 - 14:55

Group 2 - P2P Connect Speed Networking



14:00 - 14:55



Ellie Bateman
Chief of Staff
Centrica

Group 1 - Group Discussion **Rethinking Customer Journeys Through Data-Driven Insights**

Gaining a comprehensive understanding of the customer through advanced analytics, personalised engagement, and aligning internal teams around data-driven decision-making can enable organisations to maintain a competitive edge. When predictive models are used to anticipate customer needs, the entire customer journey can be reimagined, from initial interaction through to long-term engagement.

This session will be set in an interactive format, whereby Ellie will draw on case study examples from Centrica, and encourage conversations around your thoughts, challenges, questions, and examples.

Discussion points will include:

- How can we identify where data can add the most value to improve customer engagement?
- What strategies can be employed for aligning teams and breaking down silos to turn insights into action?
- How can we create a clear and realistic roadmap for data enabled transformation?



centrica

15:00 - 15:45

Business Meetings



15:45 - 16:05

Towards Net Zero - Innovation, Regulation, and Resilience



Dan Green
Head of
Sustainability and
Innovation
Wessex Water

As the global focus on climate action intensifies, the water sector plays a vital role in driving sustainability and supporting the broader transition to net zero. However, there are many unique environmental challenges and opportunities facing water utilities, including reducing emissions across treatment and distribution processes, and enhancing resilience against climate-related risks such as drought and flooding.

This session will examine the regulatory frameworks and industry collaborations that are accelerating progress towards net zero, and the importance of long-term investment and strategic planning to support this. Dan will offer a roadmap for those across the broader sector seeking to balance environmental responsibility with operational demands in a decarbonising world, highlighting how to turn sustainability goals into actionable plans.

Wessex Water
YTL GROUP



16:05 - 16:25

Solution Provider Case Study

16:30 - 16:50

Solution Provider Case Study - Stream 1/2/3/4

16:55 - 17:15

Simulating Success - How Immersive Training Drives Customer Satisfaction



Gary Adams
Head of Metering
Operations
and Smart
Transformation
Northumbrian Water

Simulating real-world customer experiences in staff training is a highly innovative approach to enhancing customer service skills and refining overall CX strategies. By immersing employees in realistic scenarios, businesses can better prepare them to navigate the complexities of customer interactions, enabling adept responses to both routine and high-pressure service demands.

Northumbrian Water has deployed an immersive programme that brings service extremes to life through the use of expert actors. This initiative has so far been successful in equipping metering technicians with the skills needed to handle challenging customer interactions. As the project moves into its second phase, it is being adapted for office-based colleagues, to ensure that every customer touchpoint aligns with the organisation's commitment to customer excellence. Gary will highlight key metrics, including improvements in customer satisfaction and the broader impact on customer engagement, as they continue to empower their workforce as brand ambassadors.



17:15 - 17:45

Business Meetings



17:45 - 18:15

PANEL SESSION

The Future of Regulation - Redefining Compliance Across Utilities



Lila Thompson
Chief Executive Officer
British Water



Louise Walsh
Chief Customer Contact Officer
Utilita



Sam Fox
Chief Strategic Planner
United Utilities



Matt Webb
Chief Information Officer
UK Power Networks

As the industry faces unprecedented pressure to decarbonise, digitise, and deliver resilient services, with increasing scrutiny from regulators, rising consumer expectations, and the integration of new technologies, how can we stay ahead with compliance requirements while continuing to innovate?

This panel will bring together industry leaders across the water, gas, and energy sectors to examine the future of compliance and real-world perspectives on emerging regulatory frameworks.

Discussion points will include:

- How are policies evolving to meet decarbonisation targets, including sector-specific mandates?
- How are ESG imperatives shaping requirements and internal reporting standards?
- What are the ethical, regulatory, and competitive implications of data control in the utilities space?



Winedown Workshop

**Fizz and Bizz, join our relaxed fun end to the day.
Canapés | Cocktails | Conversations**

18:15 - 18:45



Michelle Tilley
**Safety and
Schedule
Assurance
Director**
EDF Energy

Workshop One **Managing Risk with Human-Led Machine Learning Approaches**

When evaluating digital implementation, it is essential that the technologies we implement strategically align with organisational goals and do not introduce unmanaged or unintended risk. This workshop will offer a platform to explore the approach of deploying machine learning systems under direct human control as opposed to the more popular and sometimes less controlled applications of AI.

Michelle will encourage attendees to consider how a human-led approach can support a safer, more transparent, and strategically aligned method of digital integration that enhances decision-making without compromising assurance or accountability.

Discussion points will include:

- What are the risk implications of indiscriminate AI adoption in complex delivery environments?
- How do you maintain operational transparency, traceability, and trust in digital systems?
- What are the strategic advantages of machine learning frameworks that are led, managed, and validated by humans?



18:15 - 18:45



Tania Flasck
**Director of Water
Operations**
Southern Water

Workshop Two **Building an Equitable Workplace - Addressing the Gender Gap**

There is an increasing awareness across the sector of the need to modernise ways of working to foster a truly inclusive and equitable workplace. Gender disparity remains a critical challenge, underscoring the importance of placing the people agenda at the core of business operations, including how we empower our workforce through informed use of data, effective leadership, and meaningful cultural change.

Join this interactive workshop to uncover key barriers to gender equity, and collaborate on practical strategies to reshape workplace culture. Together, examine how data-driven insights can guide initiatives that promote gender balance while simultaneously improving innovative and efficient ways of working.



18:15 - 18:45



Lila Thompson
Chief Executive Officer
British Water

Workshop Three **Investing in Impact - Financing the Innovation Agenda**

Traditional funding mechanisms often struggle to meet the scale and complexity needed to achieve meaningful decarbonisation. As a result, there is a growing imperative for innovative financing models that can effectively support green infrastructure, technological innovation, and ESG-aligned projects across the sector, including green bonds, sustainability-linked loans, and blended capital approaches.

Join Lila to examine how to unlock capital that is cost-effective and strategically aligned with long-term sustainability goals. Participants will be encouraged to discuss approaches that attract mission-driven investors, leverage financial tools that reduce risk, and funding models that support inclusive, climate-smart growth.



18:45 - 19:00

Coffee and Networking Break - Day 1 Close



20:00 - 20:30

Drinks Reception



20:30 - 22:30

Networking Dinner



EVENT AGENDA DAY TWO - 28th NOVEMBER

08:30 - 09:00 **Coffee and Networking**



09:00 - 09:20

Powering Resilient Services with Predictive Asset Management



Sam Fox
Chief Strategic Planner
United Utilities

With over 7 million customers, United Utilities plays a critical role in delivering safe, reliable, and sustainable water services. Meeting this responsibility requires predictive asset management across physical infrastructure, such as pipes and treatment plants, and soft infrastructure, such as systems, people, and processes.

This session will examine how green energy initiatives, AI-powered innovation, and the expansion of data centres are intensifying pressures on supply and waste management systems with their use of water-intensive cooling methods. Sam will discuss United Utilities' response to the challenges and opportunities driven by this rapid development in industrial growth, and how they are enabling more dynamic infrastructure planning that maintains service reliability and environmental compliance.



09:20 - 09:40

Harnessing Cloud Technology for Regulatory Agility



Simon Coldham
Chief Information Officer
Office for Nuclear Regulation

The Office for Nuclear Regulation (ONR) have transitioned from traditional, paper-based regulatory processes to modern, cloud-based infrastructure, which has significantly enhanced their ability to respond to emerging challenges with greater speed and efficiency, while improving the accessibility and management of critical data.

Simon will provide a comprehensive overview of how ONR has replaced outdated on-premise systems with more agile, SaaS-based solutions. He will discuss the operational advantages of this digital transformation, highlighting how it enables a more efficient and scalable approach to ensuring safety and compliance within the nuclear sector.



09:40 - 10:00

Solution Provider Case Study

10:05 - 10:25

Solution Provider Case Study - Stream 1/2/3/4

10:25 - 10:55



Efficiency Brunch

Topic led roundtables around efficiency challenges in your organisation

11:00 - 12:00



Business Meetings

12:00 - 12:20



Michael Ricketts
Head of Data
Analytics
SSE

Unlocking Energy Data - Driving Smarter, Integrated Systems

Standardising information and investing in secure, interoperable platforms can enable the utilities sector to break down silos, optimise resources, and manage demand variability more effectively. At SSE, they are implementing smart infrastructure to support real-time monitoring and streamlined network operations. Through better use of energy insights, their goal is to fuel innovation and economic growth across supply chains, attract investment, and support the creation of high-value digital and engineering roles.

In this session, Michael will showcase how smarter data practices can contribute to a more resilient, integrated sector that is capable of meeting demand sustainably, while driving intelligent, responsive systems across electricity, gas, and water.



12:20 - 12:40



Louise Walsh
Chief Customer
Contact Officer
Utilita

Future-Proofing Innovation - Balancing Risk, Reward, and Regulation



AI is enabling businesses to deliver intelligent support around the clock, and Utilita are using AI-powered agents to handle high volumes of routine customer enquiries across chat, email, and voice to ease the burden on contact centres and improve customer experience. Yet, the implementation of AI and automation needs to be balanced with the strict regulatory requirements of the sector, such as data privacy laws and industry standards.

Louise will consider practical insights into navigating the intersection of innovation and compliance in order to effectively leverage technologies that improve customer engagement. She will explore how to adopt digital tools responsibly, ensuring that customer experience, compliance, and agility evolve in step with each other.



12:40 - 12:50 **Chair's Closing Remarks**

12:50 - 13:05 **Coffee and Networking - Event Close**



12:50 - 13:50 **Networking Lunch**

