Digitalisation Strategy Action Plan Update

December 2023

National Grid Electrical Transmission

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Foreword

Since our June 2023 Digitalisation Strategy Action Plan (DSAP) update, we have continued to make great progress on our RIIO-T2 plans.

This Action Plan highlights the progress of our initiatives in alignment with our three strategic enablers; whole system stakeholder engagement, trusted, available and secure data and digital culture embedded in everything we do.

Our ambitions continue to grow as we move into 2024, on the advent of our next Digitalisation Strategy refresh which will be published in March 2024.

The past 6 months progress against our business plan has allowed For a much greater understanding of the opportunities we have to bring efficiencies to our customers, and the role that digitalisation and data will play in transforming our business in the development of our Future Network.

We recognise that we have a long journey ahead, and we need to be flexible in our approach to respond to changes as they happen. Keeping our customers and stakeholders at the heart of everything we do is core to delivering the remainder our RIIO-T2 vision and beyond.

We value your continued feedback on our Digitalisation Action Plan and on our overall RIIO-T2 Business Plan to allow us to shape our future in line with your expectations.

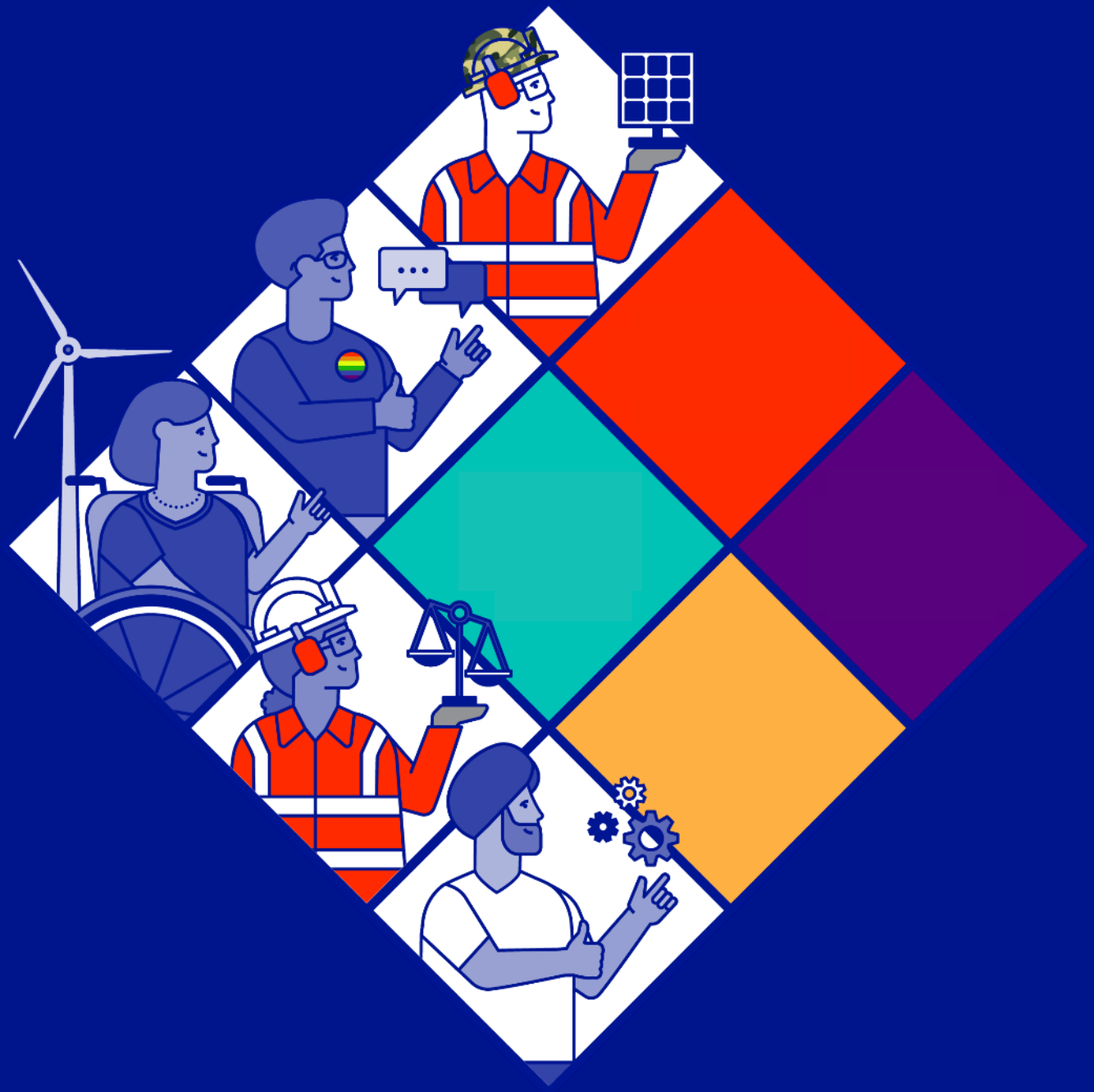
Sarah Milton – Hunt, Chief Information Officer

National Grid Electricity Transmission

Action Plan

DSAP Action Point 101

Whole System Stakeholder Engagement



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DSAP Action Point 101

Develop and maintain a digitalisation focused stakeholder engagement strategy to target key personas and engage them in our plans.

PROGRESS UPDATE

- Our externally facing digital products, including our research assistant incorporate iterative user research into the product development process ensuring that our stakeholder's needs are reflected in the tools we provide aligned with defined personas.
- Research is obtained via interviews, stakeholder engagement at regional webinars and Quality of Connections feedback from stakeholders interacting with the connections process.

NEXT STEPS

Collate digital personas from across the organisation.

From this we will introduce a mapping process to ensure all stakeholder views are included in product workflows and logged so we have a holistic view of interactions.

DSAP Action Point 101

Establish a stakeholder engagement log linking objective feedback to the development.

PROGRESS UPDATE

- We developed a digital log system to track interactions with our stakeholders.
- In July, we adopted a single Stakeholder Relationship Management (SRM) system to better organise the data we store on our customers and interactions with them.
- This is highly beneficial as it will provide cross-business visibility of stakeholder interactions, coordinate engagement overlaps between teams and provide a single, traceable information source.
- Phased deployment and training began in July 2023, and we now have over 40 colleagues in National Grid Electricity Transmission (NGET) using the system.

NEXT STEPS

Continue the development our stakeholder map and population of the log system. Ongoing review of stakeholder engagements and actions within Data Governance forums to ensure compliance.

Phased deployment of our SRM platform continues into early 2024 with an aim to integrate the stakeholder engagement log closely with our product development process ensuring we link stakeholder feedback directly into the product development cycle.

Training will be extended to include our regulation and strategic infrastructure teams who lead on Accelerated Strategic Transmission Investment (ASTI) and major project management.

DSAP Action Point 101

Increase stakeholder engagement for the next release of the digitalisation strategy and action plan including enhanced data best practices internally and externally.

PROGRESS UPDATE

- We actively engaged and responded to the enhanced Data Best Practice (DBP) consultation in August which has informed the development of our data strategy and roadmaps.
- During August, we updated our data product roadmaps to reflect the guidance given in a revised industry data standards publication.
- Alignment to these standards means we remain compliant in how we share, integrate, and use data for stakeholder benefit.
- Engaged with Energy Networks Association (ENA) to review and align our position to new expectations on data best practices, focussing on sharing and transparency.
- We have taken a lead role in the stakeholder subgroup, focussing on interoperability and standardisation to ensure rounded discussion and feedback capture.

NEXT STEPS

Ensure enhanced Data Best Practice expectations surrounding cataloguing, open data, data sharing, and data information standards are implemented in conjunction with industry groups.

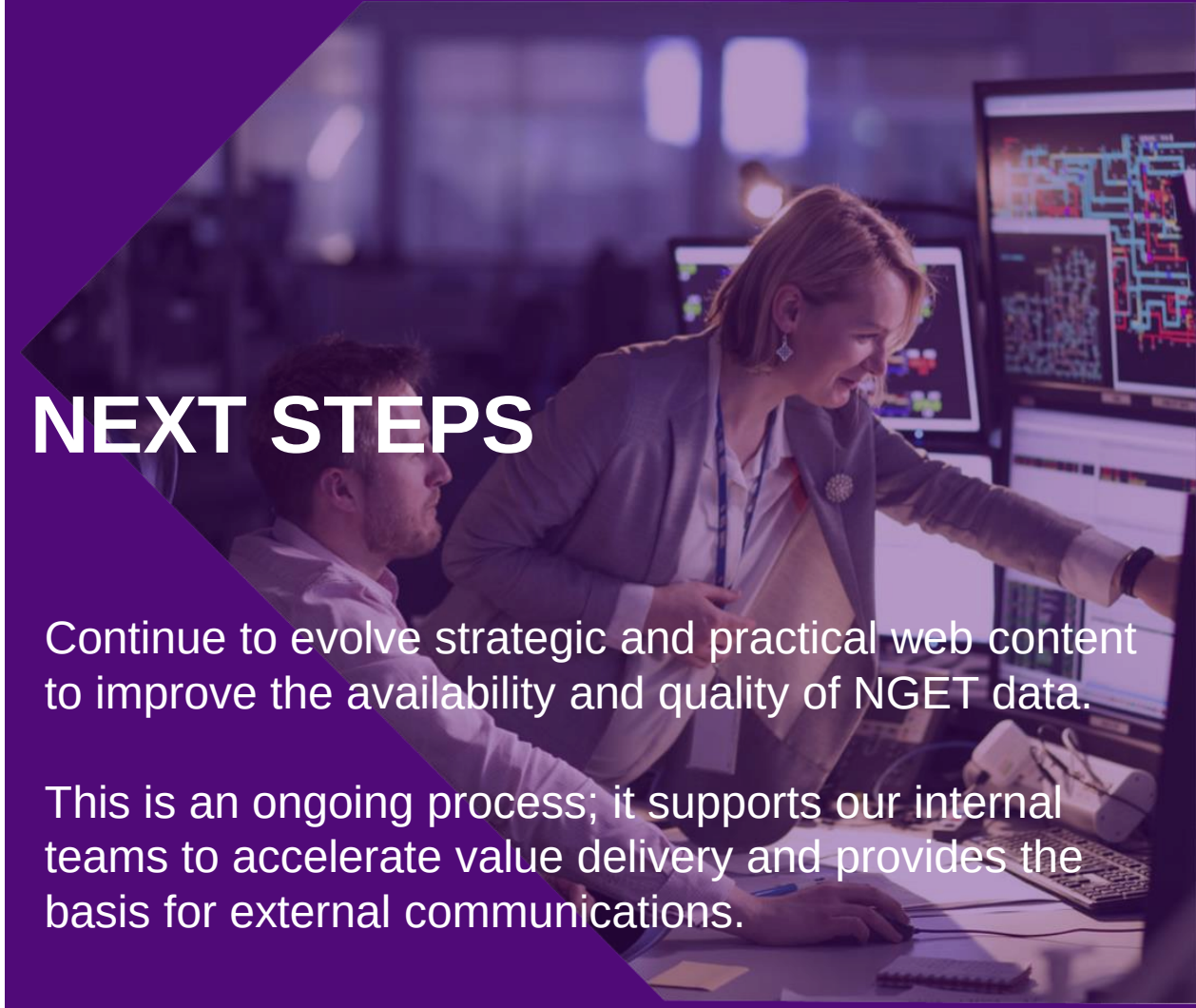
Adopt a leading role hosting route sharing activities within the Energy Networks Association (ENA) stakeholder subgroups to foster continuous alignment to data standards.

DSAP Action Point 101

Increase stakeholder engagement for the next release of the digitalisation strategy and action plan including enhanced data best practices internally & externally.

PROGRESS UPDATE

- We continue to evolve our internal knowledge sharing through a web-based portal. This enables us to share information on standardising best practices; design and engineering principles; data product contract standards; how to guides; architecture; capability and product roadmaps.
- This has driven improvements in process standardisation and provided clarity on the expected standards, detailed governance and improved availability of data and tools. The end benefit of this means customers are equipped with a better standard of data in which to improve their own decision-making agility.



NEXT STEPS

Continue to evolve strategic and practical web content to improve the availability and quality of NGET data.

This is an ongoing process; it supports our internal teams to accelerate value delivery and provides the basis for external communications.

DSAP Action Point 101

Increase stakeholder engagement for the next release of the digitalisation strategy and action plan including enhanced data best practices internally & externally.

PROGRESS UPDATE

- In September 2023, we gathered with regional stakeholders (existing and future customers, Distribution Network Operators (DNO) and community representatives) to listen to their net zero plans and understand their needs.
- We informed our stakeholders about the industry planning cycle and constraints, what is changing and exploring a whole system collaborative approach to network planning.
- In Q&A sessions customers voiced their need to have more transparent communications on how we intend to use data and digitalisation to accelerate their net zero goals. In response to this, we have begun reappraisal of our Digitalisation Strategy communication plan for external stakeholders to ensure key messages and information reaches target groups.

NEXT STEPS

Continued development of our Digital Regional Strategy product, which was presented to the Independent User Group (IUG) panel in December as a proof of concept. The Digital Regional Strategy product will be made available from April 2024 via the National Grid website.

Stakeholder feedback summaries will inform our Digitalisation strategy refresh in Q1 2024 to ensure we continue to meet customer needs in the remaining RIIO-T2 period.

The incorporation of further stakeholder feedback relating to digital enablement into the roadmaps of the business capabilities, will be achieved via their inclusion in the normal review of opportunities and prioritised based on value and deliverability, subject to appropriate funding being available. We will have this embedded in each area of NGET by April 2024.

DSAP Action Point 101

Increase stakeholder engagement for the next release of the digitalisation strategy and action plan including enhanced data best practices internally & externally.

PROGRESS UPDATE

- In August 2023, we completed a customer needs review, developing workstreams to improve the consenting process and highlighting the required enabling tools.
- We held workshops with the National Grid Group consenting team and consenting experts from live infrastructure projects to ensure subject matter expertise featured into the development of our solutions.
- In August 2023, we completed a customer needs review, developing workstreams to improve the consenting process and highlighting the required enabling tools.

NEXT STEPS

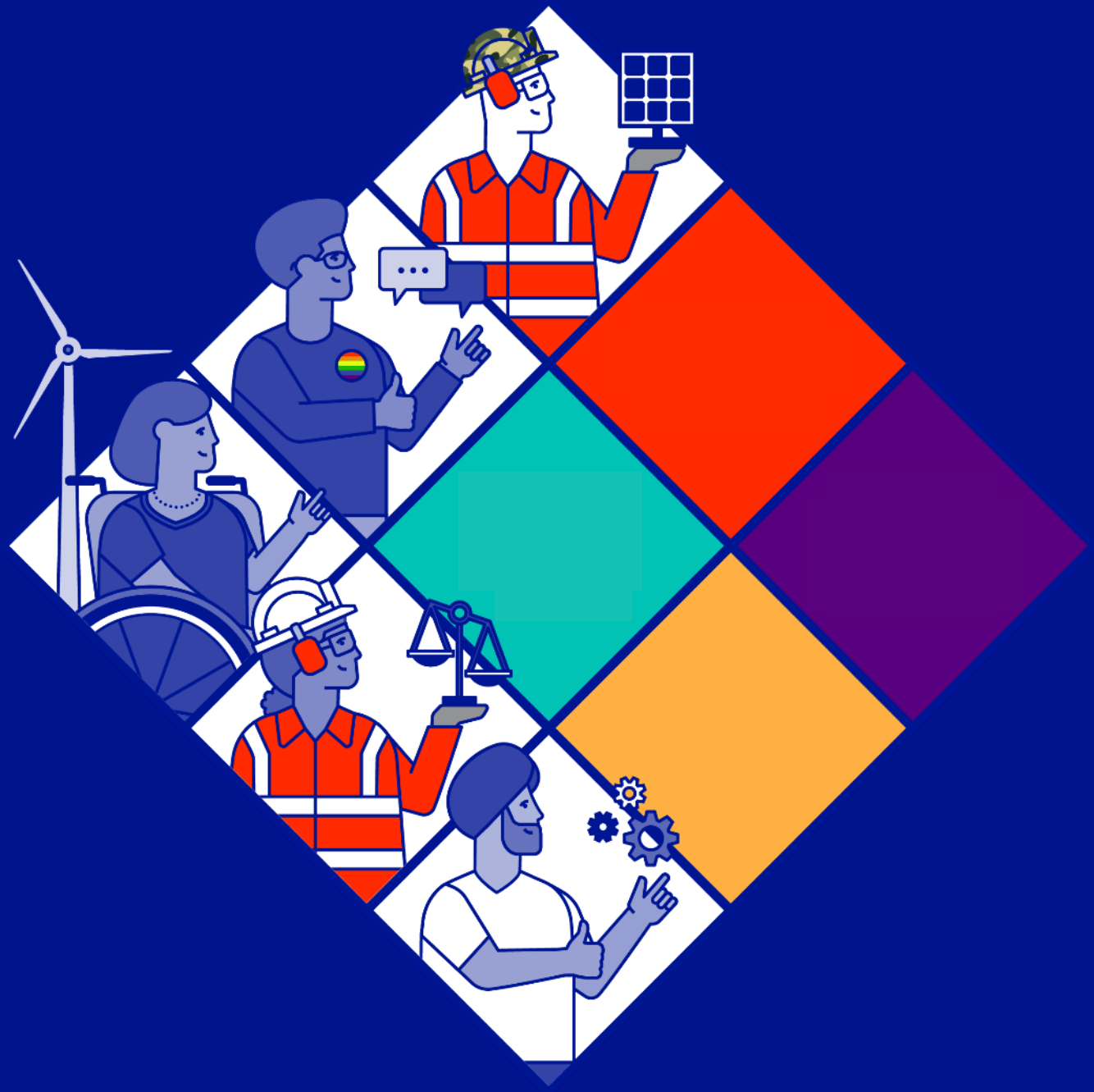
Plan the staging of enabling tools from proof-of-concept to development of an enduring set of capabilities.

These capabilities will support improvements to the functional and stakeholder engagement needs of the consenting process and we anticipate this planning will be completed during Q1 2024

Action Plan

DSAP Action Point 102

Trusted, Available, and Secure Data



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DSAP Action Point 102

Improve internal data onboarding capability for new data sources to enable integrations with media data types

PROGRESS UPDATE

- We designed an end-to-end framework that can connect and integrate different sources of data.
- This is known as our data fabric (how data is connected and made available) and data mesh (how we manage and drive value from data).
- The fabric roadmap will accelerate simplification of the data technology landscape enabling easier onboarding, discovery, and use of all data types.

NEXT STEPS

Implementation of the data fabric and integration toolsets to support simplified access and connectivity of data, subject to funding approval.

DSAP Action Point 102

Allow integration with external datasets to expand on data discovery opportunities

PROGRESS UPDATE

- Through our data fabric architecture, we have created patterns that enable connectivity to internal and external data sets.

- We actively prepared sources, where data is created, for connection to the data fabric to accelerate implementation.

NEXT STEPS

Implement the fabric and open connectors to external and market data to increase sharing opportunities, subject to funding approval.

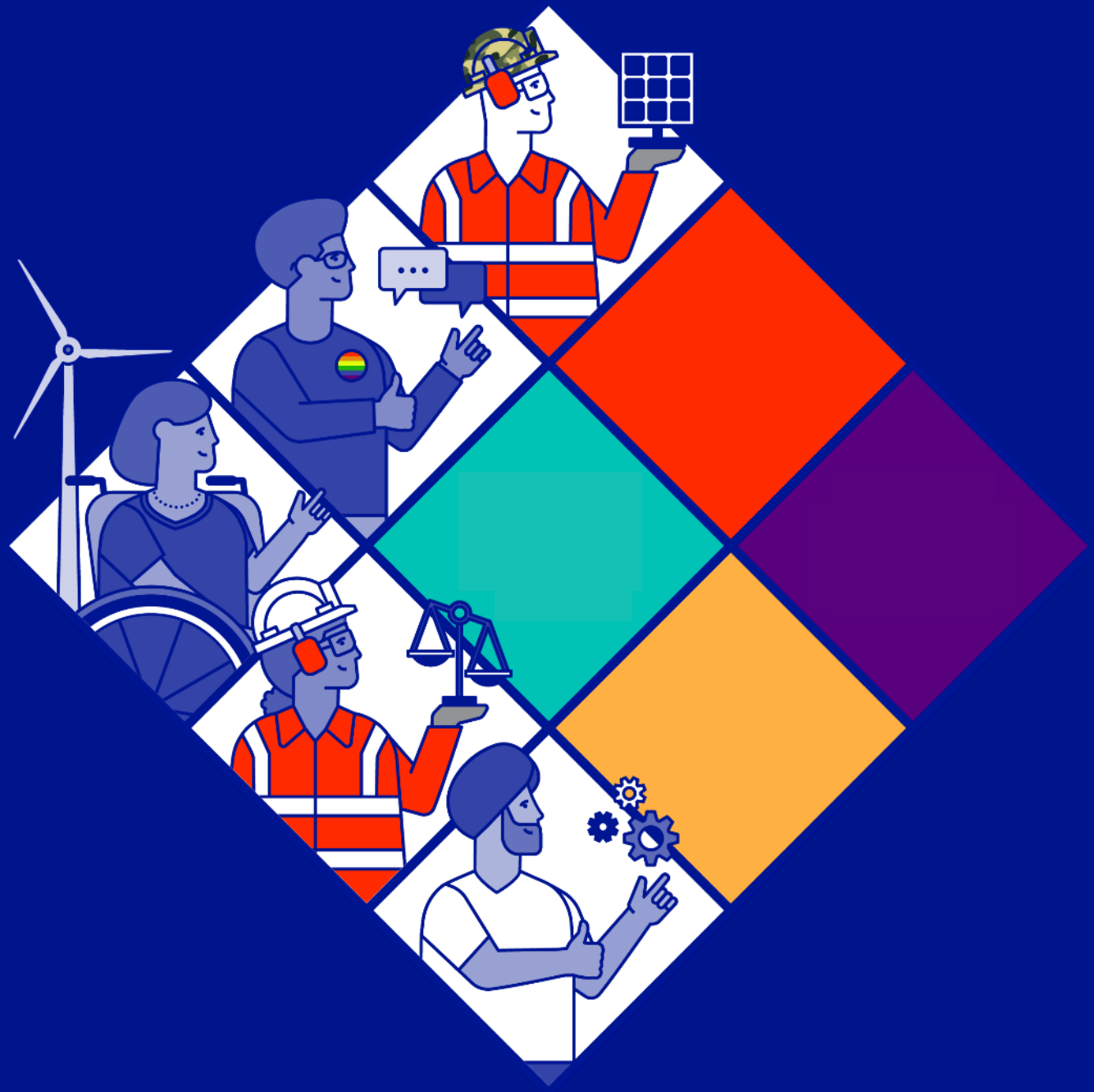
Share fabric capabilities with stakeholder groups who have an interest in data exchange, subject to funding approval.

We anticipate data products being available for consumption via the data fabric by mid-2024, subject to funding.

Action Plan

DSAP Action Point 103

Trusted, Available, and Secure Data



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DSAP Action Point 103

Further develop our internal data catalogue to manage quality, compliance & security through proactive metadata

PROGRESS UPDATE

- We implemented an internal data catalogue substitute to provide support until our data fabric comes on stream in 2024.
- To increase our visibility and management of data quality, compliance, and discoverability, we have implemented a contract which is applied to each product released and covers all details about the data.
- Continued the development of data products (collections of enriched data) within our product teams.
- Using our contract template, we developed the patterns (ways of working) for the data fabric that will make discovery of valued data easier.
- We completed the submission of the data fabric reopener. This is a key dependency for enabling data enrichment and sharing activity for all customers.

NEXT STEPS

Implementation of the data fabric and migration of tactical catalogue to a new interactive capability, subject to funding.

Ensure that data can be easily connected by enabling multiple models (the data building blocks) and can translate products to internal and external standards.

This will mean adapting products based on access rights and adopting industry recognised data description models, like Dublin Core, subject to funding approval.

Migrate data contracts to the data fabric along with all products to improve discoverability and management internally and externally, subject to funding approval.

DSAP Action Point 103

Provide an external view of our Data Catalogue to enable stakeholders to understand more on the data available to them and the new types of data needed.

PROGRESS UPDATE

- Through our data fabric design, we established the patterns that allow data products to be published and protected meaning they can be easily explored by all stakeholders via a fabric marketplace.
- We developed the patterns of use for external sharing of data via our data fabric.
- We completed a market assessment identifying tools required for the data fabric and are now in the selection process for our technology partners.

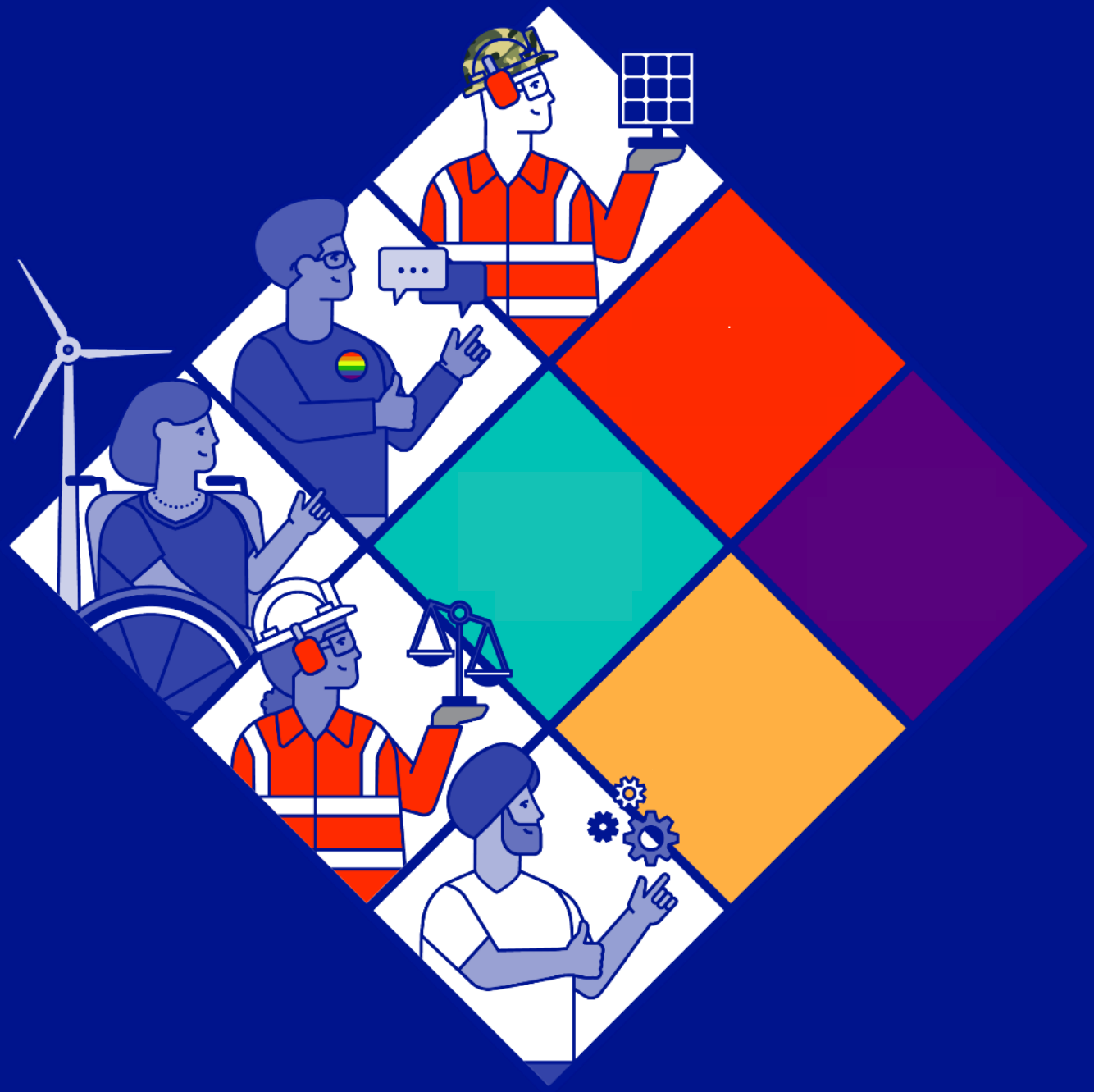
NEXT STEPS

Complete technology selection for the data fabric and associated components of the data marketplace, catalogue and product access controls during the first half of 2024, subject to funding approval.

Action Plan

DSAP Action Point 104

Digital culture & ways of working embedded in all we do



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DSAP Action Point 104

Adopting new ways of working that enable faster delivery of value for our customers and stakeholders.

PROGRESS UPDATE

- Our March 2022 Digitalisation Strategy communicated our transition to a product operating model using agile methodologies for digital delivery.
- To support the model, we have invested in training & certification within the agile methodologies we have adopted.
- We have added SAFe agile framework standards to our Business Management System (BMS) to set portfolio and change management standards.

NEXT STEPS

The initial rollout of our agile training and certification is expected to conclude during 2024 with the majority of our digital delivery activities adopting agile ways of working.

We expect to complete the addition of SAFe to our BMS by the end of 2024.

DSAP Action Point 104

Adopting new ways of working that enable faster delivery of value for our customers and stakeholders.

PROGRESS UPDATE

- We continue to invest in search, selection and retention of digital, data and technology talent.

- Since July 2023 we have recruited from a diverse selection of talent pools partnering with Code First Girls and onboarding university graduates through the National Grid graduate recruitment programme.

NEXT STEPS

Onboarding of our inaugural Code First Girls employees is expected to begin in Q1 2024.

Graduate interns begin their digital placements at the beginning and end of 2024 and will focus their training on data modelling, product, enterprise architecture and portfolio management.

DSAP Action Point 104

Engage with external stakeholders to validate and understand their profiles, data needs, business drivers and value cases.

PROGRESS UPDATE

- Our product operating model, including Digital and Data Guilds, continues to develop and serve as a key communication forum for all digital activity within the NGET organisation.

- We trialled and delivered an informative digital focussed podcast and found these to be a success.

NEXT STEPS

Continue the evolution of the Digital Operating Model and Digital being at the centre of what we do. Evolve the Guilds to ensure they are effective, and the governance is suitable to the scale of investments taking place across NGET.

We plan to deliver more content via podcasts but have needed to push these further out in our 2024 delivery roadmap.

We value your continued feedback on our Digitalisation Action Plan.

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