

SP Energy Networks

Digitalisation Action Plan

June 2024
Distribution Update



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This Digitalisation Action Plan update reflects on the progress we have made on our digitalisation and data initiatives for our distribution businesses since our last update in December 2023 and shares our plans for the next six months as we progress the delivery of our RIIO-ED2 business plan.

We have made the decision to separate our digitalisation strategies and action plans for our distribution and transmission businesses to enable clearer identification of activities associated with the different needs and regulatory drivers of these businesses.

Reflecting on the first year of our RIIO-ED2 plan, our Data and Digitalisation activities are delivering benefits across multiple parts of our business.

Highlights include the following:

- Our new Salesforce Customer Relationship Management (CRM) platform is now fully operational and enabling us to have a single view of all customer interactions.
- We have implemented our new Salesforce workflow Management Platform to drive efficiency in our land and planning processes.
- Our IoT (Internet of Things) platform is live and collecting data which will allow us to improve our understanding about what's happening on the network.

Our successes build on the back of our previous activities where we have developed core capabilities and implemented platforms to support our operation. Our approach is to deliver incremental solutions in an agile manner where we can, with a focus on business value streams and delivery at pace. This approach is now starting to deliver results as shown in this update.

The past six months has seen us accelerate our digitalisation programme, with the mobilisation of the team, processes and programme complete, we are now in a continuous state of solutions and initiative delivery. In addition to the key highlights noted above we have major initiatives that are underway to update our Esri Geographical Information System (GIS), to implement our new Salesforce Field Service mobility and scheduling solution, to deploy our Informatica data governance solution, to develop data analytical use cases, and to continue to develop our open data portal.

We are developing solutions that will improve our customers' experiences around our connections processes including new self-serve and fixed price offer solutions. These changes are driven from engagement we've had with our customers which you can read about in our section on stakeholder engagement. In developing our solutions, we are conscious of the need to support all customers including those with specific needs. We have included an update on our strategy for vulnerable and digitally disengaged customers in this update.

Our digital transformation is underpinned with investment in the digital skills and domain knowledge of our people. We have delivered upskilling programmes in subject areas such as change implementation, agile delivery approaches, platform and technology specific training, and customer and stakeholder engagement. As part of the Iberdrola Group, we also look across our organisation to capitalise on expertise elsewhere.

All upgrades to our Digitalisation Strategy and our Digitalisation Action Plans are available to view online in a user friendly, digital format and we will continue to evolve this website based on your feedback. We value your input to ensure we are on the right track to deliver efficiencies for our customers and stakeholders. We welcome all feedback on our plan and you can contact us with your views and submit information requests via the [website](#).

Lynda Ward
Business Transformation Director



6 Month Highlights

We continue to make good progress delivering our ambitious RIIO-ED2 programme of work and have seen successes outlined below in the last six months.

£16m

Q1/Q2 2024 Investment

Since January 2024 we have invested £16m million in our digital initiatives to align with delivery of our data and digitalisation strategies and we are on track to deliver against our RIIO-ED2 commitments.

£28m

2024 Digital Investment

We will invest £28m on digital solutions in 2024 and in the last 6 months we have planned and authorised 87% of this investment to specific digital projects. Individual projects are coordinated via our digital architecture team to ensure they align with our strategic objectives.

70+

Open Data Requests

In the six months, our Open Data team have successfully facilitated over 70 requests for access to our distribution data. This has included requests for information on the location of our network assets, the capacity of our network, and the investments we have delivered.

36

Change Practitioners Trained

We recognise a need to increase our change capability and leverage expertise across our business. We have been training individuals to be expert change practitioners and established a community to share coach and support these individuals in leading and embedding change across our organisation.

450,000

Land Right Contracts to be Scanned and Digitised

We're transitioning to a fully digital proposition that will streamline our workflow and enhance efficiency.

Here's what we've achieved so far:

96% of documents collected from our SPM depots and sent to our 3rd party supplier to be scanned and digitised. Our journey continues as we aim to digitise a total of 450,000 documents before the end of 2024.

15+

Projects Technically Approved

In the past 6 months our digital and data systems review group have assessed and approved the technical design for more than 15 projects allowing them to commence to delivery stage.

33M+

Data Points Published in Open Data Portal

Open Data Portal is now hosting over 33 million rows of data, an increase of 3 million since our last update. These are publicly available, with key datasets like the Network Flow (Power, Current and Embedded Generation) being updated frequently.

c.687,000

Open Data Portal Views and API Calls

Open Data Portal users are engaging with our datasets with over 687k portal interactions through the API Function available on our portal. Our Embedded Capacity Register and Network Flow datasets are the most popular.

Stakeholder Engagement

In SPEN we engage with a huge range of customers and stakeholders to understand what they require both now and in the future. Their feedback and priorities have been aligned to three strategic pillars that sit across SPEN and provide a consistent focus for our business, enabling us to deliver our ambitious agenda. We have tested our Digitalisation Strategy approach and shaped it through engagement with our customers and stakeholders.



Online Stakeholder Portal

By working together with our stakeholders, we ensure mutual understanding, minimise risk, and shape projects – ultimately improving what's delivered. Our recently updated stakeholder engagement management system, called Tractivity, provides us with flexibility and a wide range of functional tools on which to manage our engagements.

Our database holds details of more than 14,000 contacts, including 5,000 organisations, and we use this to identify and map stakeholders relevant to each engagement topic. In January 2024, we launched our online engagement portal, Engage-360 from Tractivity. The portal links directly with our management system and enables stakeholders to take part in surveys, register for events, and contact us regarding consultations. Importantly, we can share outputs and the impact of our engagements directly with those involved. The portal is accessible via our stakeholder webpages, which have also been updated this year, providing a comprehensive overview of how and why we engage.

14,000
contacts, including
5,000 organisations.



External Accreditation – AccountAbility

To ensure our stakeholder engagement continues to be fit for purpose, we enlist external accreditors AccountAbility to provide an independent annual audit of our strategy, governance and processes.

AccountAbility’s AA1000 Stakeholder Engagement Standard (2015) is founded on the principles of: Inclusivity, Materiality and Responsiveness. It is a generally applicable, open-source framework for assessing, designing, implementing and communicating an integrated approach to stakeholder engagement. The HealthCheck from AccountAbility is a robust and comprehensive assurance and accreditation programme.

Organisations are assessed against each of the six core pillars within the AA1000SES:

- A: Commitment and Integration
- B: Purpose, Scope and Stakeholders
- C: Engagement Planning
- D: Engagement Preparation
- E: Engagement Implementation
- F: Review and Improve

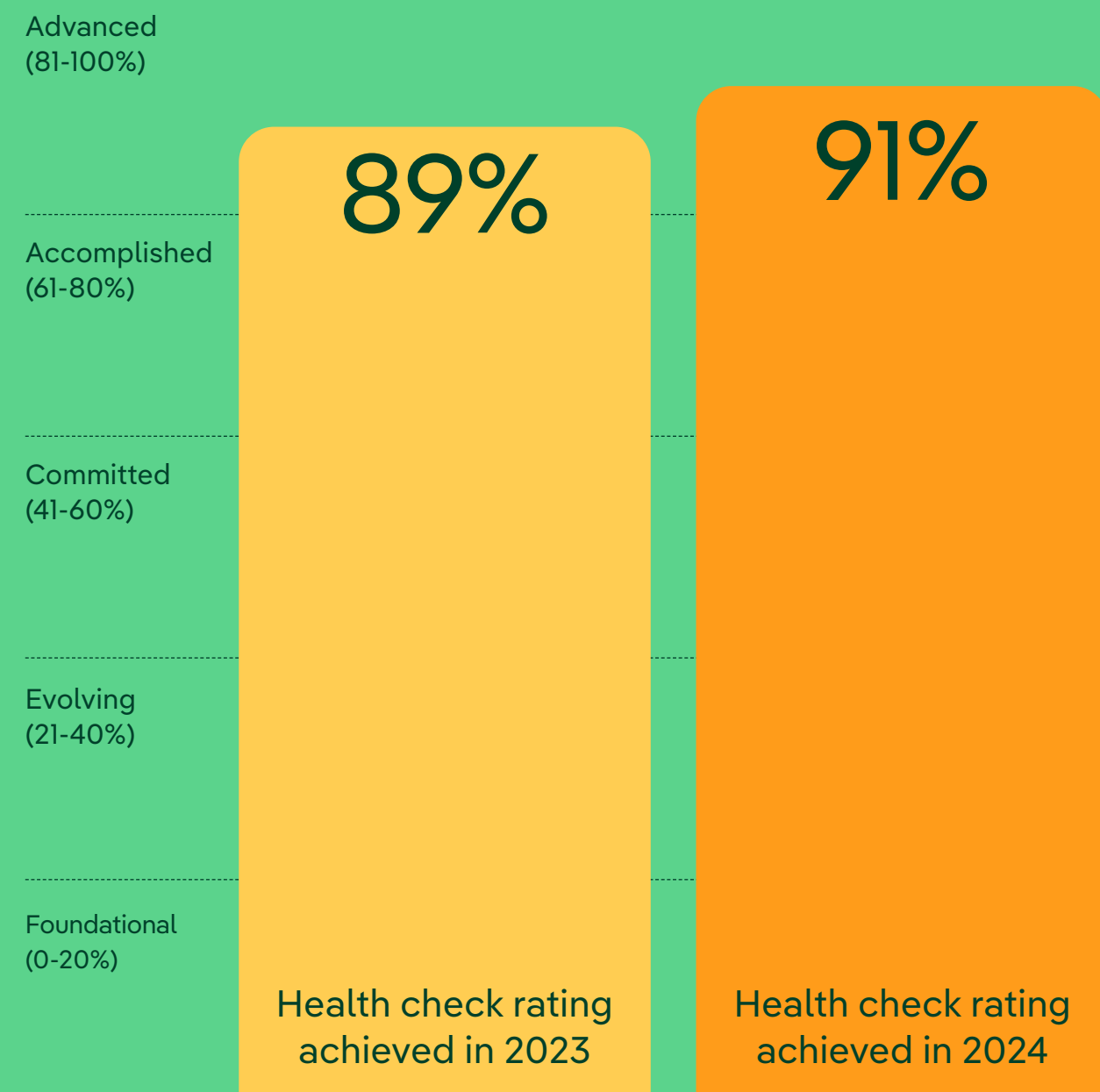
SPEN excels at tailoring its engagement methods to ensure inclusivity and maximise reach. This is evident in its diverse communication channels and data-driven approach.

AccountAbility Scorecard, 2024

AccountAbility HealthCheck Progress

We are pleased to have once again improved our score in 2024. With a total score of 91%, SPEN continues to be placed within the Advanced stage of the AccountAbility Stakeholder Engagement Maturity Ladder.

When we consider each pillar individually, our scoring is now in the Advanced stage across all six pillars, A to F – a first since we began undertaking these audits seven years ago, recognising improvements made. Looking ahead, we remain fully committed to a continual cycle of reviewing and improving our engagement practices. With recommendations from the AccountAbility Healthcheck, we are developing a programme of improvement, working together with our stakeholders to deliver meaningful engagement.



Stakeholder Priorities Survey

In March 2024, we invited all stakeholders to take part in an open survey, covering a number of important business areas including Priorities, Community Benefits, Engagement, and Data & Digitalisation.

For Data & Digitalisation, we tested the use of website services, satisfaction levels, and our Digitalisation Action Plans. The feedback we received from that has been used to shape our ongoing plans, supporting current initiatives or encouraging further exploration. Some examples are shown opposite.



Stakeholder Feedback

A number of stakeholders referenced Open Data, requesting “As much open data as possible” and noting that “Open Data is the way to go”.

Our Response

Our Open Data Portal is live and continually being developed – we are actively building on this and adding more data as we progress.

Stakeholder Feedback

Stakeholders asked for “Network maps showing distribution cables, fault level issues and further capacity information at each substation” and “more detail on maximum demand and spare capacity at distribution level from Primary, secondary substations to LV networks”.

Our Response

We’re developing a new connections self-service application that will provide customers with a deeper view of the SPEN distribution network, the available capacity and estimated cost for a potential new connection.

Stakeholder Feedback

Numerous stakeholders expressed frustration with the SPEN website’s chatbot function.

Our Response

We are working on a full website refresh which will look into all improvements that can be made to the customer online experience. We are aware of previous customer feedback regarding the chatbot so this will be incorporated into the review.

We have created our Web & Application team that will enable the SPEN Business Transformation to own and update the website on a more dynamic basis.

Vulnerable and Digitally Excluded Customers

Supporting Vulnerable Customers

As part of our overarching customer service strategy, our aim is to deliver brilliant, tailored service to our customers with a particular focus on vulnerable customers and their specific needs.

In 2023 we embarked on our programme to deliver a CRM platform and integrated telephony as an enabler to deliver choice to our customers. This programme will conclude in 2024, we will continue to optimise the platform through an on-going continuous enhancement service.



Examples of support we are delivering to our vulnerable customers through digital channels as part of our programme of work:



We will proactively contact customers through their channel of choice.

We will contact customers in their language of choice



We have systems to capture customers specific vulnerability needs, which means that during a power cut, we are able to track these are delivered to ensure our customers are supported



Dedicated teams work in our communities to reach customers to sign them onto our Priority Services Register and discuss wider support services with them. These needs are registered and tracked through our systems to ensure delivery via our network of partners to provide satisfaction with the service we provide



We are developing a portal to be used by SPEN and our network of partners to share services easily to deliver a wider range of support for customers depending on their need



We are exploring innovation initiatives to support customers who have gone through the digital switchover to ensure we can communicate effectively in the future.

Reaching Digitally Excluded Customers

Customers can experience digital exclusion due to:

- A lack of access to devices
- A lack of confidence in access to digital channels
- A lack of digital skills

The result of this is that they can be;

1. Exposed to lower earnings
2. Miss out on opportunities available to others
3. Find it harder to access service
4. Suffer social isolation



Examples of ways we support digitally excluded customers:



Engage with our customers in various ways including face-to-face and doorstep engagement, workshops and outreach to ensure we reach customers through non digital channels and they help us shape our services



Deliver services to our customers which fit their ever-changing needs to tackle the impact of digital exclusion such as Befriending Services, Fuel Poverty Support, Help accessing Low Carbon Technology



Communicate with customers via land lines if they have no mobile devices and ensure the service is to the same quality



Create a culture in our contact centres of kindness and support to ensure our teams look for ways to help customers whatever their need



Engage face-to-face with customers when we are planning to carry out work. Our field teams visit customers 6 weeks ahead of work to ensure they understand what will happen and we support our customer's needs.

Setting Ourselves Up For Success

In early 2023, our Business Transformation Directorate completed a re-structure that has transformed the team and the way we work. Our headcount increased from 50 to 88, introducing additional capacity and new roles into the team. This enhances our capabilities to better serve our business and deliver outcomes for our customers and stakeholders.

Our Digitalisation Strategy drives and shapes our programme. Our delivery programme has been segmented into Value Streams, where each Value Stream is responsible for the design, development and delivery of projects aligned to a specific theme. We supplement our Value Streams with strategic partners to increase capacity, capability, and technical expertise to ensure we have the right mix of skills and support to deliver on our digital plan commitments. Our Value Streams have clear accountability for end-to-end products and systems lifecycle, providing application support for systems within their remit.

Our Delivery Model is underpinned by two central support functions, providing a central pool of expertise to make sure the programme delivers quality, outcomes and value. One of the key principles of our delivery model is to ensure the right delivery method for each initiative with the right mix of internal and external

resources and skill sets. This hybrid resourcing model utilises a combination of external partners and SPEN staff, allowing us to develop our people and build more skills and capability internally, driving cost and efficiency.

Functionality and technology change impacts our internal stakeholders, and to enable and manage that change we use the Prosci ADKAR Change Management methodology. Operating a 'hub and spoke' model, the Transformation Team are viewed as experts in Change Management and provide coaching and upskilling to our network of Change Practitioners across our organisation. A skilled network of people who understand the importance of managing the people side of change ensures that new technology and digital solutions are fully adopted, and that solutions deliver value for our Customers and Stakeholders.



Architecture and Strategy Team

Our Architecture and Strategy Team own our Digitalisation Strategy and Roadmap and are responsible for developing and driving our digital strategy. They provide architectural oversight and test solutions for compliance with Digital and Data roadmaps. They are responsible for all our Digital submissions and publications which provide updates on our Digital Strategy and delivery progress. The number of Architects in this team has grown to ensure we have expertise available across our growing suite of projects, whilst we continue to align our team with SPENs Cyber function to ensure solutions are secure by design.



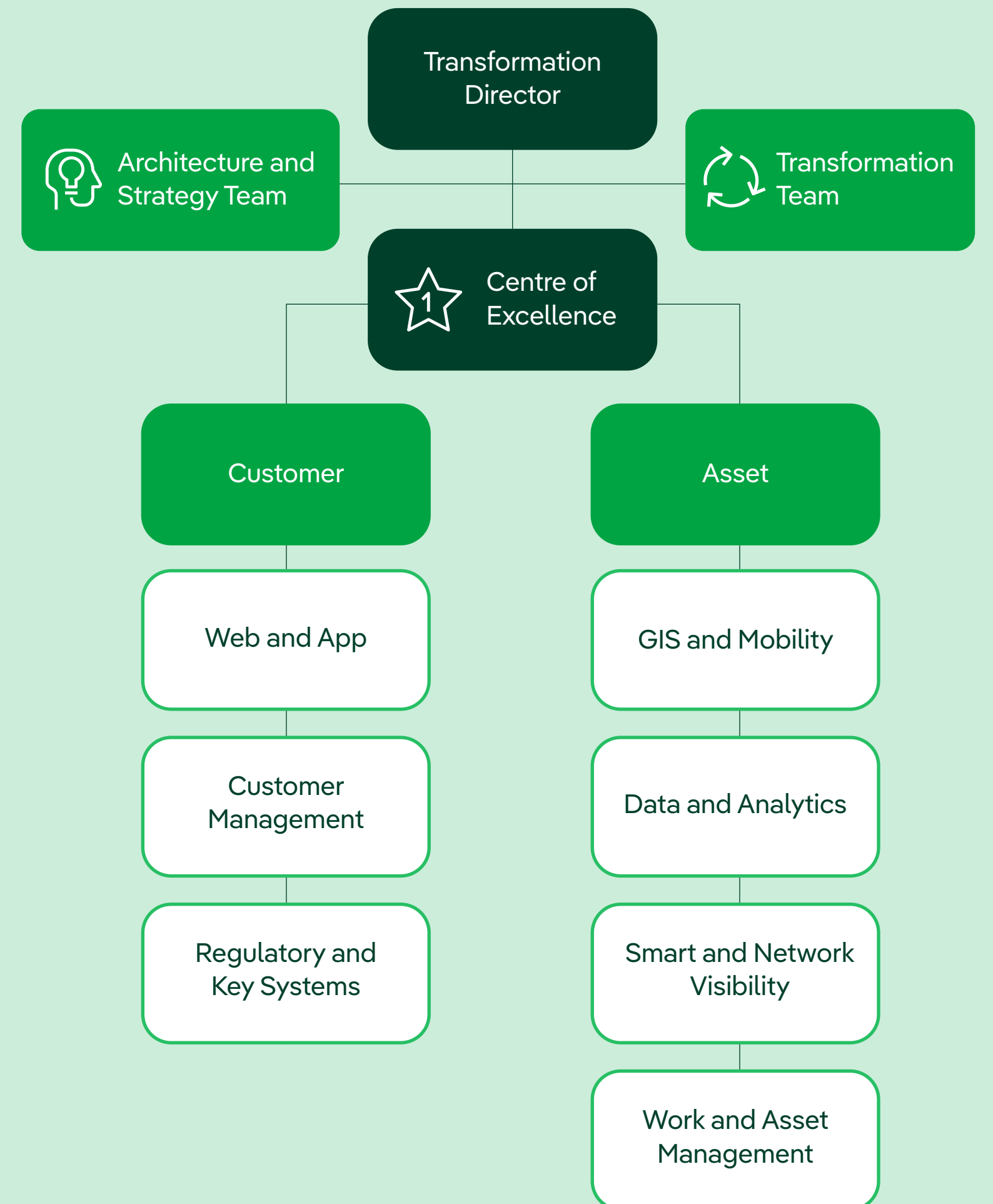
Centre of Excellence

Our Centre of Excellence is our delivery engine. We have created a delivery model which is efficient, and ensures clear accountability for delivering outcomes for our customers and stakeholders. This structure strengthens our delivery capability, capacity, agility and provides us with resilience to grow in the future as and when we need to. Our team of experienced technology delivery professionals provide their domain expertise and stewardship into all our project delivery teams.



Transformation Team

Our Transformation Team ensure change is managed holistically across our programme, and that changes for people, processes, and systems are fully impact assessed, communicated, and trained. A team of Sigma Black Belts are deployed on key Strategic Transformation projects, using their expertise to enable transformation. Our PMO branch of this team underpin the entire Business Transformation Directorate to make sure the programme is well defined, managed, delivers planned outcomes and committed value for our Customers and Stakeholders. This team have dedicated Communication experts who support effective communication as solutions and new technology is implemented.



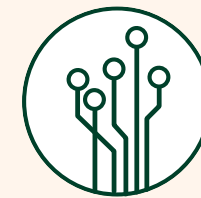
Our 6 Digitalisation Pillars

Our Digitalisation Strategy is supported by six key pillars that have been developed following customer and stakeholder engagement, to help us to measure and deliver success.

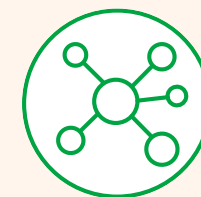
Over the following pages we detail our projects alignment with its digital pillar, breaking down a description of the project and its goals, the progress made over the past six months, an overview of activities planned for the next six months and how we will measure its success.



Our Digitalisation Strategy Facilitates the Delivery of our RIIO-ED2 Programme:



Using Digital Technologies to Deliver Enhanced Customer Service



Optimised Asset and Network Management



Developing Options to Manage Peaks in Load



Supporting the Development of New Business Models and Markets



Investing in the Digital Skills of our People



Improving Mastery of our Data

We are committed to becoming a data-centric organisation, harnessing the power of data to drive strategic decision making, foster innovation, and embrace sustainability.

As part of the development of our RIIO-ED2 business plan, we developed and published our first Data Strategy which outlines how we will enhance data and analytics over the RIIO-ED2 period. Below is an update on our key data strategy pillars:

Intelligent Data Operation and DataOps

Our data projects are leveraging our Azure cloud platform (Synapse) for delivering within a DataOps framework for repeatable and scalable deployments three developments are included in this current period.

Data Governance

To be able to have trust in the quality and integrity of our data, we must treat our data as an asset – this is enabled through the establishment of Data Governance. As part of this, we are developing a suite of policies that will standardise how we govern data and enable us to evaluate compliance. We are also deploying our Data Governance platform Informatica, building up a catalogue of SPEN data and capturing detailed metadata descriptions.

People and Culture

Our Data teams are expanding, with recruitment campaigns ongoing, and we are developing our capability model to ensure high quality and high value project deliveries.

Data as an Asset and Service

We are committed to sharing data with our Customers and Stakeholders on a “presumed open” basis. We have developed a comprehensive Data Triage framework, which align with the guidance in Ofgem’s Data Best Practice, ENA’s Data Triage Playbook and the NPSA’s Triage Process Guidance. In response to industry direction from DESNZ, we recently reassess all our datasets published openly – concluding no change and satisfying ourselves that our Data Triage is secure by design.

Data and Analytics Capability Model

Purpose and Strategy

Operating Model and People

Data and Technology Capabilities

Policies and Standards

Service Design and Operations

Quality Assurance

Value and Cost Management



Using Digital Technologies to Deliver Enhanced Customer Service

Digitalisation of our services helps us create a tailored approach to prioritising the needs of our customers and stakeholders, while continuing to deliver a safe, reliable, and sustainable network.

Providing digital self-serve options such as interacting with virtual support agents, or a digital customer portal, will enable quicker response times for customers, while helping us manage the anticipated increase in customer inquiries for connection and decarbonisation.



We will deliver this by:

We have replaced our Customer Relationship Management Platform (CRM) with a new digital platform to incorporate existing processes, new processes, integration with our self-serve functions and integration to our asset, regulatory and control systems.

Extend and develop our self-serve capabilities to offer more services, multiple channels and cater for new customer types.

Improve our self-service quotation process to allow customers enhanced clarity over costs of new connections at point of enquiry without the need to speak to internal SPEN staff.

Creation of a new self-service function to facilitate photo and video capture by customers. The images will be held as part of the customer's information pack which will be available to the SPEN teams during design and delivery.

This will deliver benefits such as:

Improved efficiency and quality of service to customers

Ability to adapt our offerings in line with customer preferences

Ability for customers to self-quote

Support the fault identification process leading to quicker resolution times.

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Customer Relationship Manager (CRM)



Driven by our ED2 plan, stakeholder expectations, and technology disruption, we are committed to introducing new digital solutions that help unlock value for our customers. This means looking across our Total Customer journey, and working with our customers to meet their needs. Our Total Customer journey has started with the implementation of a market leading CRM tool, Salesforce, which will enable us to deliver brilliant customer service now and into the future.

This CRM solution will have one single 360° view of the customer – meaning that all details and communication history will be visible against the customer, improving our response times and ability to provide a more tailored customer experience.

Since our previous update we have delivered further Customer Service business processes onto our new Salesforce platform. Salesforce is now used for: our Connections design and delivery business process and our Connections contact centre; our end-to-end General Enquiries processes, which also includes our district and partner teams working in our communities who are now using the same new integrated system and data as our Customer Service agents; and we have recently introduced a Salesforce based customer satisfaction survey solution and enabled for communication on key business processes.

Current Status

1 in 4 customers in the UK are classed as vulnerable and this percentage is only increasing due to Covid and cost of living increases.

Storm response – Ofgem's recommendation of storm stress testing of contact centres and additional support processes for customers (learnings from Storm Arwen).

SPEN is a consistent high performer amongst UK DNO's (BMCS ~9.5/10).

ED2 Draft Determination – SPEN received positive feedback and outcome from Ofgem amongst our peers.

Have started on our journey towards becoming a leading Distribution System Operator



The value that CRM unlocks

Proactive customer engagement, digital shift towards self-serve and omnichannel operations

Dynamic and flexible business operational response to peak/overflow situations like storms, emergencies, major faults

Maintain or improve customer satisfaction, despite the anticipated challenges in ED2 (uptake of low carbon technology connections, flexibility, Net Zero)

Optimise the ED2 budget, making the most value of every £ of spend

Adapt and respond to industry-wide evolution (e.g. open data in utilities, DSO, technology/innovation programmes).



Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
CRM Platform implementation	<ul style="list-style-type: none"> Consolidation of multiple customer service solutions that are currently made up of a suite of disparate systems into one single system to manage all customer interactions and provide a 360 degree view of the customer. 	<ul style="list-style-type: none"> Connections Go-Live successfully completed. Knowledge functionality in Salesforce has gone live and all but Connections knowledge articles have now been uploaded. On-going Application and Maintenance releases to continually enhance processes in the environment. Migration of customer processes relating to General Enquiries to Salesforce has completed, including a portal for restricted access for our partners delivering for our communities. 	<ul style="list-style-type: none"> Migration of survey functionality to Salesforce. Continue to optimise the platform and bring innovative or automated approaches to the functions that we've delivered to date. Decommission obsolete systems no longer required as processes will now be carried out in CRM. 	<ul style="list-style-type: none"> A single view of all customer interaction across SPEN provides insight and quicker resolution paths for live chats or telephony interactions. Increased volume of customer enquiries resolved first time. Reduced volume of enquiries that need more than one person to resolve.
NAVI & LView	<ul style="list-style-type: none"> Creation of a connected network model from our geographical information system (GIS) data to allow flexible analytics to be performed without impacting the daily use or structure of the primary GIS system. 	<ul style="list-style-type: none"> NAVI Power analysis capability development completed. Upgraded NAVI infrastructure for performance and exporting, and integration with other tools. Commenced roll out LView to SPEN field staff. 	<ul style="list-style-type: none"> Development of a Network Controllable Point automation tool. Pilot to integrate LView with AI algorithms designed to provide early warning of potential neutral fault scenarios. Data Visualisation and Low Voltage (LV) network alarm alerts, measurement data and waveform data. Data Visualisation from temperature and humidity monitors within substations. 	<ul style="list-style-type: none"> Faster network analysis for quicker customer responses on new connection quotes. More accurate and consistent data used for network data analysis. Significant enhancements to network visibility of our LV connectivity model. Faster fault finding and customer restorations, leading to reduced power outages.
ESCOMS Replacement	<ul style="list-style-type: none"> Estates, Consents and Management System, which is used to manage and report on land rights and consents. Needs to be replaced as is approaching technical obsolescence. 	<ul style="list-style-type: none"> New system built in Salesforce and delivered to ~150 users in the Land and Planning department, along with ~300 users in the wider SPEN business who require access to raise and monitor jobs. 	<ul style="list-style-type: none"> Enable mobile functionality and roll out for use in the field. Delivery of enhanced integration with our GIS system. 	<ul style="list-style-type: none"> Improved ways of working, with significant levels of automation increasing efficiency and ability to prioritise jobs and manage teams and workflows with measured effectiveness. Centralised, secure and fully supported solution that allows for GDPR transparency, improved data management and enhanced reporting capabilities.



Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
Graphical Design Tool	<ul style="list-style-type: none"> System to improve and automate parts of the process for creating designs for network development and new connections. The system will have the ability to overlay a customer's proposed development onto our network maps, visible to all stakeholders. 	<ul style="list-style-type: none"> Designed Graphical Design Tool (Phase 1 MVP) – which will reduce time taken to complete network drawings, in turn enhancing the overall customer journey. 	<ul style="list-style-type: none"> Deliver training and up-skilling to all required business areas, included ongoing support model. Commencement of customisation to integrate key systems including SAP & ADQM. 	<ul style="list-style-type: none"> Creation of designs will be quicker allowing faster response to customer connection applications. Consistency of designs provided to customers regardless of geographical location or which SPEN designer.
Connections Self-Serve Implementation	<ul style="list-style-type: none"> Online tool that gives customers a view of available capacity on the distribution network and provides an estimated cost for their proposed connection. 	<ul style="list-style-type: none"> <i>This initiative is currently on hold.</i> <i>It's imperative we ensure that delivering such a complex on-line proposition meets our customers needs. Further investigation is underway and update to follow on our next Digitalisation Action Plan Update at the end of 2024.</i> 	<ul style="list-style-type: none"> <i>This initiative is currently on hold.</i> <i>It's imperative we ensure that delivering such a complex on-line proposition meets our customers needs. Further investigation is underway and update to follow on our next Digitalisation Action Plan Update at the end of 2024.</i> 	<ul style="list-style-type: none"> Customers can get cost estimate for a connections job online without the need to contact SPEN to understand if this fits within their budget before formally applying. Ability for customers to see what network capacity is available or where reinforcement would be required to connect to the network.
Connections Customer Online Journey Enhancements	<ul style="list-style-type: none"> Enhance the user experience and web-journey effectiveness for customers progressing Connections. 	<ul style="list-style-type: none"> Reviewed and revised our Connections web-journey. Engaged with Customer Panel to gain an understanding of their experiences and perspectives. Engaged with a user-centric digital design partner, in conjunction with key stakeholders, to design and develop an improved web-journey and customer experience on our website. 	<ul style="list-style-type: none"> Interrogate web analytics to identify further areas where the user experience would benefit from being enhanced. Full deployment of redesigned journeys with integration into Customer portal. Host technical market discovery workshops to understand any further needs for self serve tooling. 	<ul style="list-style-type: none"> Improved customer application experience with simpler online application process. Tailored online experience depending on the customer type and type of connection being requested. Reduction of speculative applications being received by design team Improved BMS.
Connections Fixed Price Quotes	<ul style="list-style-type: none"> Provide an instant Fixed Price quote for customers in applicable connections scenarios. 	<ul style="list-style-type: none"> Obtained the necessary approvals to initiate an Agile project team to build and implement a fixed price customer journey for APOS connections jobs and other eligible of connection job types. Designed customer journey and question set, and identified and delivering the build of web journey and back-end solution to determine eligibility and associated quote value. 	<ul style="list-style-type: none"> Implement the fixed price web journey for eligible customers, and continue to evaluate future opportunities within the connection permutations. 	<ul style="list-style-type: none"> Up front clarity of costs for eligible customers. Consistent connection cost provided to eligible customers. Quicker turnaround of connections designs to facility quicker connection installation. *Reduction in speculative applications allowing our teams to focus on value-add activity.

Using Digital Technologies to Deliver Enhanced Customer Service



Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
<h3>Land Rights Digitisation</h3>	<ul style="list-style-type: none"> Scanning and digitisation of records relating to SAP and Land GIS, to deliver a digital and integrated solution to manage their workflow. 	<ul style="list-style-type: none"> Collected 96% of SPM site documentation and scanned 126k documents of which we've digitised 121k (as of end May). 	<ul style="list-style-type: none"> Continued scanning and digitisation records to reach overall 450,000 target. All SPM documents will be fully digitised in SAP and Esri, and we will complete the digitisation of the majority of SPD documents. 	<ul style="list-style-type: none"> Quicker turnaround for Land Rights information requests. Creation of consolidated digital document database.
<h3>Variations and Refunds Improvements</h3>	<ul style="list-style-type: none"> Improve the connections Variations and Refunds process that is used when a design varies from the original quote and costs. 	<ul style="list-style-type: none"> Snapshot Reporting now implemented. Functionality now with our 3rd party software development partner to build workflow and administration solutions. 	<ul style="list-style-type: none"> Continuation of workflow build by the software factory. Completion of user acceptance testing. Promotion of full functionality into production. 	<ul style="list-style-type: none"> Streamlined and simpler process on occasions where additional costs are required to complete a connections due to unforeseen circumstances. Quicker turnaround of refunds from when it is identified that a refund is required through to the money being paid into a customer's bank account.



Optimised Asset and Network Management

Our network will see an unprecedented volume of change so we will need to maintain our continuous supply levels to meet our customers expectations.

To ensure we deliver on this it is crucial that we invest in more efficient approaches to manage our assets, planning, scheduling, and delivering field work and managing our supply chain and logistics. This will support better decision making when planning the work needed on our network, reducing costs for customers, and lowering our carbon footprint.



We will deliver this by:

Use of connected construction technology to digitalise our delivery of capital projects.

Automation, fault location technology, and predictive analytics for outage detection.

Digitalise our inspection regime using aerial LiDAR and drone footage image processing technology.

Development of advanced field technology such as wearables and the use of virtual reality training techniques.

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This will deliver benefits such as:

Increased network reliability and reduced outages through proactive management of defects

Accurate, timely, verified, and accessible geospatial data about our network, our assets and their environment underpin much of our ED2 programme

Improved workforce efficiency through access to rich dataset of geospatial data at the point of decision

Efficiencies in the design process will lead to increased capacity to deliver against the needs of our customers as they seek to transition to low carbon transport, heating, and industrial energy supply

Acceleration in our response time to outages.

Mobility and Scheduling Project



Salesforce Field Service will be the main solution used to streamline processes related to field activities for both planned and reactive work in our Operations businesses. Through this initiative we aim to improve Safety, Operational Efficiency, Customer Service and Environmental Performance in SPEN.

To do this we will deliver a two-way link of real time data between our offices and the field, reflecting the progress of work, resulting in increased productivity and employee satisfaction, and allowing better collaboration across our teams.

The first step of Salesforce Field Service is to make planning and scheduling processes more efficient by aligning processes and making use of automations available in Salesforce. To succeed we must deliver a simplistic user experience, the ability to complete over the air updates and enhanced abilities to gather data. With one single system, we will create the possibility to manage field inquiries in the most efficient way.

The project began in September 2023 and has seen a team of product owners working alongside our development partner to form the blueprint for the project which has now successfully completed. This blueprint will provide a clear outline of our future initiatives.





Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
GIS Platform Upgrades	<ul style="list-style-type: none"> Our Geographic Information System (GIS) is an integral system for our asset master data and is used throughout our asset management systems. Investment in the migration of our GIS platform from the current software (due to become obsolete from 2025) to ArcGIS Pro on the Utility Network data model, the upgraded software with enhanced functionality. 	<ul style="list-style-type: none"> Data Model including Data migration, Data cleansing commenced, due for completion July 2024. 3rd party development partner mobilised to complete redevelopment of 29 interfaces, additional Web Applications and SP Tools. Agile approach adopted to run this activity in parallel to Data Modelling. GeoLocation Tool Strategy defined, integration with What3Words, giving location identification to within three meters is in progress, now moving to build mode. 	<ul style="list-style-type: none"> Data Modelling and cleansing. Complete interface and integration development and testing for connectivity to all relevant systems including SAP. Test Plan completion and execution. Prepare Change Plan. 	<ul style="list-style-type: none"> Migration to UN (Utility Network) data model in ArcGIS Pro will enable new capabilities for analysis and manipulation of information as well as for representation (3D and 4D). Improved functionality out of the box in new ArcGIS Pro environment allows for more configuration over customisation of tools – reducing future obsolescence and therefore expenditure. Increased accuracy of the real world location of our assets within our corporate systems improves our ability to effectively manage them.
Mobility and Scheduling	<ul style="list-style-type: none"> Streamline processes related to field activities for planned and reactive work to improve Operational Efficiency, Customer Service and Safety and Environmental Performance. 	<ul style="list-style-type: none"> Salesforce Field Service discovery phase completed. Delivery phase of programme commenced in April 2024. All SPEN sites visited and initial overview provided to district staff. Significant progress made with Substation Inspections working towards roll out in Q3. Release of GS6, RATO, LV Service Termination Survey and RAAC Survey to production for field trials. 	<ul style="list-style-type: none"> Integrations completed with SAP and SAP HR. Continued comms and district session focussed on users impacted by released forms and Substation Inspections. Deploy MVP of Substation Inspection business process in Salesforce. Roll out of additional data capture forms within the field and decommission of old processes. Mapping procurement process statement. 	<ul style="list-style-type: none"> Improved Health & Safety through better visibility of data and information in the field. Improved Customer Service through quicker response times. Improved operational efficiency through optimised scheduling and better visibility of resources and field work.
Smart Data integration Fabric (SDIF) and Field Online	<ul style="list-style-type: none"> The SDIF platform manages large volumes of network monitoring and event data, facilitated by providing standardised interfaces between systems and automating complex sequences of actions to automate business processes. 	<ul style="list-style-type: none"> Use cases continue to be implemented in phases, in line with our prioritisation activities. Ingestion of data from LV monitors continues to support the automation of our business processes. Technical build of SDIF infrastructure upgrade and refresh programme. 	<ul style="list-style-type: none"> Complete infrastructure and latest version upgrade of Redhat middleware for our SDIF Platform. Migration of our existing solutions to the upgraded SDIF platform, taking advantage of latest features and functionality from Redhat. Deployment of Circuit Break Timings solution and the ability to temporarily halt last gasp messages from smart meters during storm periods. 	<ul style="list-style-type: none"> Improved information on the location of a fault to accelerate restoration. Inclusion of monitoring data, analysis and orchestration of alarms. Enhanced analytics on LV network from data captured by third party LV sensor solutions.



Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
Internet of Things (IOT) Gateway	<ul style="list-style-type: none"> Build of an IOT (Internet of Things) platform to manage a wider array of sensor types to enhance our ability to manage the LV Network and assets. 	<ul style="list-style-type: none"> IOT platform commissioned and deployment of first application to collect data and manage LV Monitors. 	<ul style="list-style-type: none"> Proof of concept to collect substation environmental data such as temperature and humidity data. Approval and commencement of project to provide a full production solution for environmental monitoring of key substations. Sharing IOT device data with SPEN's analytics platform to help drive further insights into LV Network performance and inform investment decisions. 	<ul style="list-style-type: none"> Instant awareness of faults on the networks leading to quicker response and resolution times, in some instances predicting a fault before it occurs.
SAP Enhancements	<ul style="list-style-type: none"> Facilitate the realisation of effort/time efficiencies through reduction of manual transactions and human error within our core asset management platform using an automated solution implementation. 	<ul style="list-style-type: none"> Introduction of the Project Dashboards, which in turn provides a transparent and regular platform to track progress on current and future SAP enhancements. Continuous improvement programme of SAP enhancements of varying sizes and impact. 	<ul style="list-style-type: none"> Continuous improvement programme of SAP enhancements of varying sizes and impact. 	<ul style="list-style-type: none"> Quicker internal productivity across multiple internal process resulting in quicker processing of customer related tasks. Improved data accuracy – Reduction in system errors and issues.
Compliance Stores Equipment Register Digitalisation	<ul style="list-style-type: none"> Digitalisation of the process for signing out and displaying the status of network test equipment, through a Salesforce application, including an automated alert system advising when maintenance checks are required on the equipment. 	<ul style="list-style-type: none"> Go Live and training completed at all depots in SPD and SPM. Service transitioned to operational service for future support and continued optimisation. Data loads completed for all users and equipment. 	<ul style="list-style-type: none"> Project closure and move into optimisation service. 	<ul style="list-style-type: none"> Ability to track any items through journey from in-stock, item ownership, and return. Health and Safety benefit from ability to track equipment at the click of a button, and Enhanced product recall process.

Developing Options to Manage Peaks in Load



Developing Options to Manage Peaks in Load

The electrification of transport and heat will dramatically expand the loading on our network, particularly our ‘last mile’ low voltage network.

Without this intervention, when customers install Electric Vehicles and heat pumps on network areas without sufficient capacity it will overload the network, leading to power outages, shortening of network asset life, higher overall costs for customers, and possible safety concerns.

To manage this load increase we are using a combination of traditional engineering (business as usual) and new digital solutions. We also manage vast increases in volume and frequency of data from technologies such as remote sensors, IoT devices, wearable technology, and drones. The initiatives within this digital pillar are critical to how SPEN will deliver the capacity that our customers and communities need.

We will deliver this by:

Deployment of advanced digital monitoring and control equipment on our low voltage network including 14,000 monitors.

Deployment of 10 constraint management zones in SPD and 12 in SPM enabled by data and digital solutions.

Innovative technology to enable new choices for our customers ‘beyond the meter’ to support the low carbon transition.

This will deliver benefits such as:

Increase in network data, allowing us to monitor and make more informed decisions on load management

Improved network asset lifespan, reducing replacement and repair costs

Reduced likelihood of network overloading, making it safer for engineers to complete vital work.

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LV Monitor Rollout

As we consider the volume of uptake of electric vehicles (EVs) and heating systems in the upcoming years (forecasts predict by 2030 between 1.2 and 1.5m EVs and 0.6 to 0.9m heat pumps on our network), amongst other low carbon technologies, and an increasing need for network flexibility and operational improvement, the challenges ahead for our LV network are enormous. Hidden within these challenges though are several transformational opportunities for our business.

With our business and society, we are adapting to our ambitions and government targets to enable the efficient transition to DSO which requires the LV network to be flexible and dynamic with real time data, network visibility and control. To address this and the existing operational challenges, we propose to deploy a significant number of LV Monitors within ED2 regulatory period.

We will install these monitors with a live connection to our internal systems to obtain, manage, and visualise the LV Network data internally. This allows us to combine several datasets into a single platform, including among others: LV Monitoring, Smart Metering, and PowerON (network faults). Each of these will be overlaid on our connectivity model to provide our control rooms and field staff a near real-time consolidated view of the network for improved fault management.

The installation of these monitors has begun with ambitious roll out plans being tracked to ensure we can realise the benefits.



c1800
LV Monitor Installations Complete To Date



Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
LV Monitoring Rollout Programme	<ul style="list-style-type: none"> Installation of over 14,000 LV Monitors across substations to manage and visualise real-time network operating data. 	<ul style="list-style-type: none"> Successful testing and configuring of LV Monitor devices and commenced rollout of LV Monitors. Proprietary solution created for LV monitoring and connection to SPEN systems. 	<ul style="list-style-type: none"> Continued rollout of devices in Q3/4 2024 on the new IOT solution. Visualisation developed and available within user front end tool LView. 	<ul style="list-style-type: none"> Instant awareness of faults on the networks leading to quicker response and resolution times, in some instances predicting a fault before it occurs. Ability to view and manage peaks in load.
NCP Rollout Programme	<ul style="list-style-type: none"> The deployment of Network Controllable Point (NCP) devices that monitor the network at scale, in order to improve the network reliability and outages. 	<ul style="list-style-type: none"> New changes to the process successfully implemented, proven effective and is transitioning into BAU. New technologies have been assessed and proof of concept reviews commenced. 	<ul style="list-style-type: none"> Roll out of workflow tool that will outline clear efficiencies and improve real time data updates. 	<ul style="list-style-type: none"> Significant enhancements to network resiliency and fault resolution resulting in less unplanned power outages and reduced Customer Interruptions and reduced Customer Minutes Lost. Ability to view and manage peaks in load.
Low Voltage (LV) – Smart Meter Automated Fault Prediction	<ul style="list-style-type: none"> Development of Artificial Intelligence tools to identify patterns in Smart Meters fault data to identify cables that have a neutral fault risk. 	<ul style="list-style-type: none"> Pilot project commenced and completed during Q2 2024. 	<ul style="list-style-type: none"> Pilot results will help inform future Network Digitalisation investment in AI detection algorithms. 	<ul style="list-style-type: none"> Improved network resilience by intervening ahead of failure, resulting in reduction in customer interruptions.
Smart Metering Data and Analytics	<ul style="list-style-type: none"> Delivery of a new cloud-based solution to manage network event and time series data for analytics activities. Visualisation of data to end users for analysis and decision making. 	<ul style="list-style-type: none"> Development undertaken to integrate LV Monitoring data with key systems, with visualisation in LView and PowerBI reporting tool. Developed algorithms in analytics platform for network correction predictions. 	<ul style="list-style-type: none"> Conclude algorithms in analytics environment for Phase ID, Link Box state estimation, and fault detection, among others. 	<ul style="list-style-type: none"> Facilitation of better reinforcement planning and forecasting to prevent asset failures resulting in power outages. Optimised maintenance planning and historical data used to build predictive fault modelling. Improved visibility to LV network allowing more informed decisions when designing customer connection requests. Improved/ Quicker fault detection therefore faster resolution. Better customer experience.



Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
<p>Engineering Net Zero (ENZ) Platform</p>	<ul style="list-style-type: none"> Development of a near real-time analytical platform, enabling data-driven visibility, planning and operation of the network which relies on four integrated data sources (network monitoring, smart meters, enhanced forecasting and asset condition). 	<ul style="list-style-type: none"> DSO ENZ Steering Group Established. Key ENZ functionalities identified and development of prioritisation in-progress based on business needs. Comparison of ENZ and NAVI functionalities to facilitate future integration of the two platforms. Model maintenance of stand alone ENZ model to facilitate flexibility tender requirements, and regulatory reporting on HV/LV utilisation. 	<ul style="list-style-type: none"> Develop high level design, and roadmap for initial integration of ENZ into wider corporate systems. Develop visualisations of ENZ model outputs in NAVI to enable Secondary Network reinforcement plans to be disseminated with Districts/License Programs. Planning the utilisation tracking modules to ensure common understanding of loading on each HV/LV transformer. Planning the inclusion of asset condition information in the ENZ. 	<ul style="list-style-type: none"> More informed network operations and optimised network investment planning to reduce target network reinforcement ahead of time and avoid capacity overloads. Improved customer connections processes. Flexibility tendering will be improved.



Supporting the Development of New Business Models and Markets

Our commitment to reaching Net Zero will require alternatives to traditional working practices, and the development of New Business Models and Markets which will be enabled through digitalisation.

Firstly, digital solutions will be fundamental in our transition to Distribution System Operation (DSO). Digitalisation will enable the functions and activities such as flexibility procurement and Distributed Energy Resources (DER) dispatch. By adopting an open, collaborative

approach, we will harness innovation to lower costs for customers, accelerate the low carbon transition and take steps on our journey towards becoming a DSO. Secondly, it is our vision to embed sustainability into how we operate, ensuring decisions are made with a detailed

consideration of environmental impacts upstream and downstream of our activities

To enhance UK network interoperability, a number of these solutions are in collaboration with other DNOs/DSOs.

We will deliver this by:

Enabling the open sharing of data and information through our newly developed Open Data portal.

Introducing an Active Network Management (ANM) platform, to monitor and allocate power capacity to customers in areas at risk of exceeding network capacity.

Providing stakeholders with a platform to manage flexibility processes from procurement through to settlement.

Development and pilot of methodologies and tools for Biodiversity and Natural Capital assessment, including Carbon Accounting methodologies and tools.

Development of tools for the efficient collection and reporting of waste, carbon and materials from our Supply chain and contractors.

This will deliver benefits such as:

Supporting our customers and stakeholders to develop solutions and innovations through provision of data and information

Enabling customers to connect ahead of conventional reinforcement solutions by unlocking capacity in our network.

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Flexibility Services and Platforms

Since our last update, we have been developing a month ahead flexibility market which will launch in June 2024. As part of this development, we implemented our end-to-end procurement process with Piclo in our last Autumn tender, Piclo is the leading independent marketplace for flexibility services. Flexibility services allow connected customers to support the management of the electricity grid and receive payment for doing so. This end-to-end platform solution has allowed us to simplify the procurement journey for Flexibility Service Providers (FSPs), by removing the need to onboard them through multiple different platforms.

We are also in the process of developing an API solution that will ensure that the flexibility requirements data published on our Open Data Portal will be automatically uploaded to the Piclo Dynamic Purchasing System (DPS) each month when facilitating monthly tenders. This will enable an efficient monthly tendering process as the API will identify what data is needed for a specific month to progress with our bidding process.

Both these developments simplifies the process for FSPs when it comes to providing services to SP Energy Networks, enabling us to achieve flexibility at scale.

Open data portal

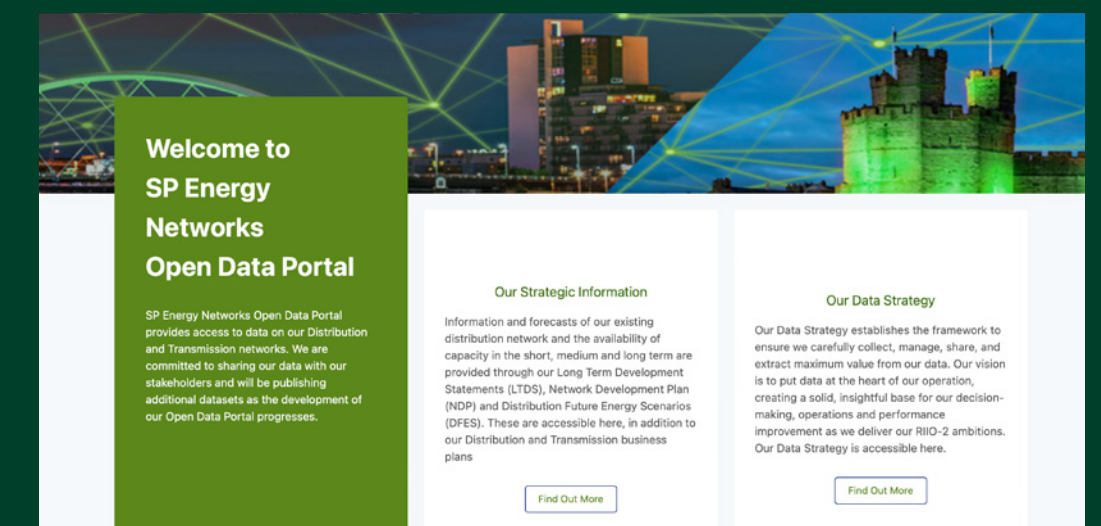


To enable us to efficiently and effectively share our data, we have developed and launched an online "Open Data Portal". This portal can be freely accessed by our customers and stakeholders via our website.

The site enables users to search, view, and export datasets in simple, standardised formats, supporting them in fields such as Academia, Consulting, Business Development, and Innovation. Users can easily search our data catalogue and detailed metadata, as well as independently download, export and consume via an API.

The portal has been developed with our customers and stakeholders, and hosts a wide range of information, including demand and generation for our grid and primary substations; generation connection capacity heat maps; embedded capacity registers; shapefiles of our assets; and secondary network ratings and utilisation.

Work is underway to develop the visualisation capabilities of the Portal, enhancing the experience for users. We have already received positive feedback from stakeholders about the accessibility of our data, and are actively working with them to identify opportunities for improvement and future datasets for publication.





Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
Flexibility Platforms	<ul style="list-style-type: none"> Creation of a single integrated flexibility Market Place platform that enables the procurement, dispatch, reconciliation and settlement of flexibility services. 	<ul style="list-style-type: none"> Creation of a high-level set of business requirements for a new fully integrated flexibility trading platform. Development of the first high level road map vision for the delivery of the requirements. 	<ul style="list-style-type: none"> Create a set of detailed requirements for the new flexibility trading platform. Develop and issue a competitive tender pack for companies to provide formal quotations for the delivery of the requirements. 	<ul style="list-style-type: none"> Simpler and quicker procurement process for our Flexibility Service Providers. Single platform registration for customers rather than multiple platform registrations as was the case previously.
Contractor Sustainability Resources Tool	<ul style="list-style-type: none"> This initiative will see a solution that captures and automates our ongoing waste generation throughout the supply chain to it's disposal in-line with our recycling and reusable content strategy and the carbon emissions associated with our Operations. 	<ul style="list-style-type: none"> Project to implement an improved solution for capturing and tracking contractor waste, material and carbon data has kicked off in Q1 2024. 	<ul style="list-style-type: none"> Technical evaluation of potential tools against SPEN requirements. Selection of an appropriate tool to automate the collection of contractor sustainability data. We will deliver enhancements to SAP to capture carbon metrics against projects and associated materials and labour elements, and improvements on capturing environmental data in the field. 	<ul style="list-style-type: none"> Understand the fate of waste being produced and source of materials consumed to inform business decisions to increase reuse and recycling as per our Sustainable Business Strategy. Inform infrastructure design decisions to minimise greenhouse gas emissions during development.
Biodiversity and Natural Capital	<ul style="list-style-type: none"> Development and pilot of methodologies and tools for delivering Biodiversity and Natural Capital assessment. Creation of a desk based baseline of Natural Capital across our network using GIS capabilities, in collaboration with stakeholders and other DNOs. 	<ul style="list-style-type: none"> Continued development of AECOM Natural Capital tool. Sandbox test of tool carried out with lessons learned identified for future deliveries. Updates to stage optioneering for Biodiversity Net Gain considerations. Continued work to find solution to digitisation of network land data. 	<ul style="list-style-type: none"> Reduce sites needing digitised for input to tool. Obtain digitised SPEN land ownership file for consumption within tool. Commence sandbox sessions on AECOM. Eco Uplift Tool, procurement, and build of Natural Capital Baseline progressed. 	<ul style="list-style-type: none"> Natural Capital tool and Optioneering tool successfully embedded in routing/siting decision making processes. Minimisation of impacts on biodiversity from development of network. Enhancement of natural capital across the network where possible.
Carbon Accounting	<ul style="list-style-type: none"> Development of a digital tool to replace manually edited spreadsheets used to gather lifecycle sustainability information from electrical equipment suppliers. 	<ul style="list-style-type: none"> Carbon Product Calculator Tool development launched in May 2024. Stakeholder engagement (internal and external) and change management process (internal) to ensure the tool is used. 	<ul style="list-style-type: none"> Digital Carbon Product Calculator Tool successfully embedded in tender contracts. 	<ul style="list-style-type: none"> Minimise the greenhouse gas (carbon) emissions from the development of infrastructure.

Active Network Management Portal Implementation:

Project currently placed on hold as we undertake strategic review in-line with our 2024 prioritisation initiatives

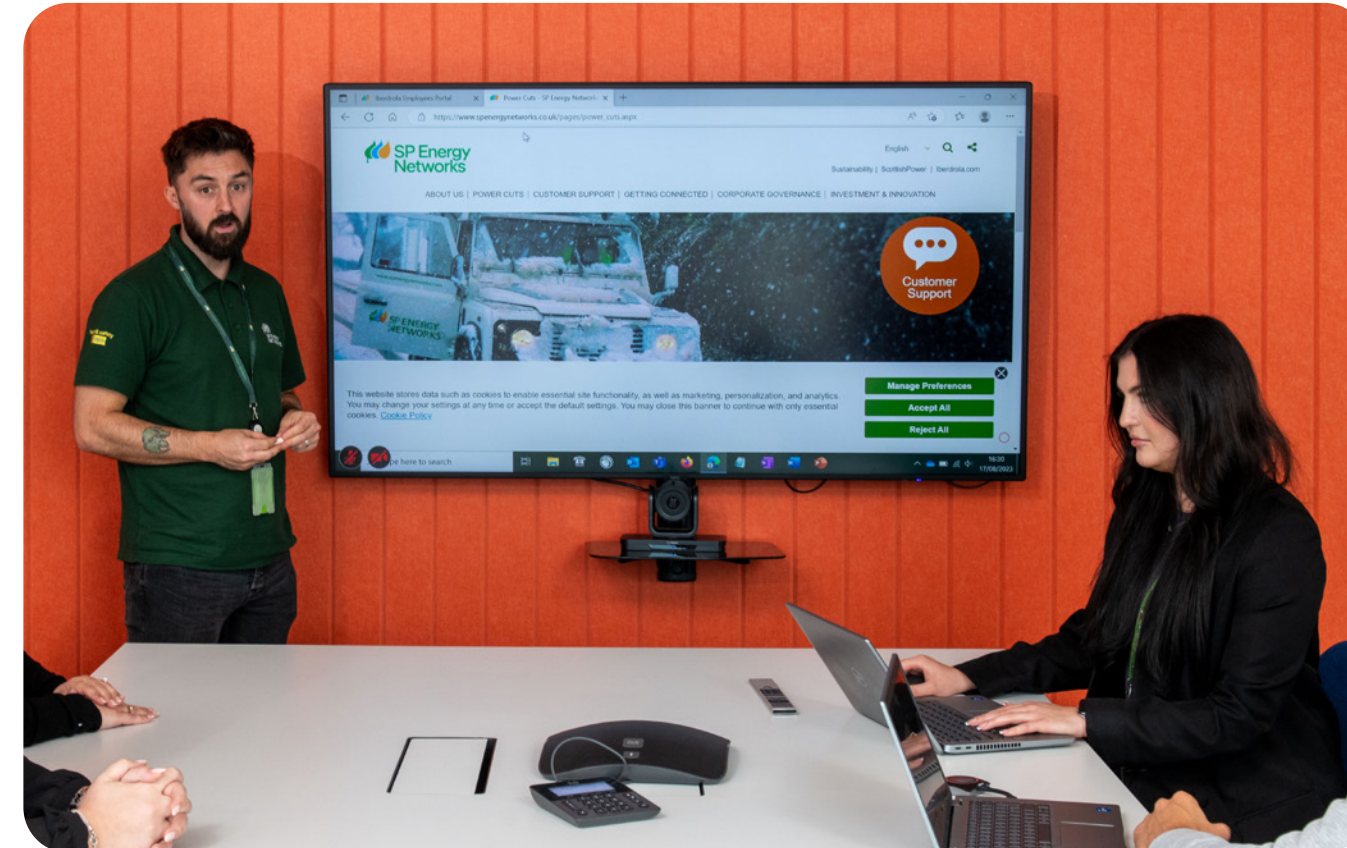


Investing in the Digital Skills of Our People

Investing in our people will enable us to accelerate adoption of digital technology and empower our people to identify new and innovative ways of performing their tasks. We will support our people in this transition by equipping them with the right agile and digital skills.

We recognise the value that these skills bring to our customers and provide exciting opportunities for our people to play their part in the creation of a modern digitalised energy system.

We have now started tracking the specific training activities being carried out across each of our key project deliveries to ensure successful adoption of these products, which are detailed in the following pages.



We will deliver this by:

Implementing a cultural change programme so that our people recognise the value data and digital skills can unlock for our customers, stakeholders, and our own organisation.

1

Specialist training delivered by external and internal subject matter experts.

2

Expanding our graduate programme and recruitment policies to include digital skills.

3

Using gamification of training and knowledge-based AI assistants to enhance our learning and development programmes.

4

This will deliver benefits such as:

Expertly skilled staff / More diverse employee skillset

Accelerate the adoption of digital technology in SPEN to allow early delivery of benefits for our customers

Provide crucial skills to adapt to industry change

Embed a culture of continuous learning and development.

Gamification of Learning (Trailhead)



Gamification of learning is a training approach that uses elements of gaming to create a fun and interactive environment. This method improves engagement, encouraging our teams to train on a wide range of topics.

To foster a culture of professional and personal growth within the Customer Service, Land and Planning and Business Transformation teams, we have created and curated content for a learning and development platform used by over 1,000 members of staff on the Salesforce Trailhead online learning platform.

As a gamified online platform, Trailhead allows our team to skill up by learning skills from Salesforce to crucial business and interpersonal skills. As the team complete modules and projects, they earn points and badges while climbing the Trailblazer ranks, making learning fun along the way.

Our partners have developed bespoke and curated existing modules that reflect the digital skills and knowledge that are crucial to our employees growth and development as we continue on our digitalisation journey. We invited the team to see who could earn the most badges and create friendly competition, sharing modules they found beneficial and build on our collaborative learning and knowledge share.





Initiatives	Summary	Activities planned for the next six months	Measures of Success / Customer Benefit
LView Tool Training	<ul style="list-style-type: none"> The LV Training Tool LView provides a near real-time digital connectivity model of the network, and is used to train the workforce in its functionalities and potential uses. 	<ul style="list-style-type: none"> Training has been successfully rolled out to all LView users to expand the functionalities, use and knowledge of LV room within SPD and SPM. Superuser focus group established to continue knowledge, adoption and improvements of LView within each district. Online learning repository including guidance notes, troubleshooting, and FAQs. 	<ul style="list-style-type: none"> Increase user engagement and use of LView tool. Training to include specific modules, demos, practices, and quizzes. Increase understanding and management capabilities related to required changes in the business. Align training with our agile strategy.
PROSCI Practitioner Training	<ul style="list-style-type: none"> We will integrate the expertise gained from our training to actively support and promote a culture that embraces change. This training aligns with our Agile strategy as we implement an Agile form of the Prosci ADKAR model to drive successful change at an individual level. 	<ul style="list-style-type: none"> Participants to embed the proficiencies gained through training to drive change while fostering a change ready culture. Implementation of monthly Change Practitioners Forum, allow for the share of knowledge, best practice and support the development of new practitioners. The business now has 60 trained Change Management Practitioners. 	<ul style="list-style-type: none"> Increase understanding and management capabilities related to required changes in the business. Align training with our agile strategy.
Knowledge Transfer Portal	<ul style="list-style-type: none"> A new SPEN specific training platform to improve our training delivery. The Knowledge Transfer Portal has greater flexibility with more options for users depending on learning level or preference. 	<ul style="list-style-type: none"> Development of training material to sit within the portal. Training modules, process and procedural documentation will be aligned to business areas and defined roles. Content for each business area and role continues to be gathered and populated. 	<ul style="list-style-type: none"> Communication system where employees can ask questions and receive answers in a quick and agile way. A user-friendly and intuitive platform. Greater flexibility with more options to obtain feedback, evaluations, and reporting.
Agile Methodologies	<ul style="list-style-type: none"> Adopting Agile methodologies plays a key role in steering our Digital Skills strategy, we have continued to invest in the enhancement of our workforce's proficiency in Agile principles and practices. 	<ul style="list-style-type: none"> Facilitate the seamless integration of agile methodologies within our team, through targeted training and resources. Expert led coaching and mentoring to aid in adoption of ways of working and to promote an agile mindset. Promote a collaborative environment to share knowledge, best practice and lessons learned between different teams. 	<ul style="list-style-type: none"> Increased knowledge and capability to deliver projects in an agile manner with the minimal viable product developed and released as early as possible followed by continuous, iterative improvements. Early realisation of project benefits for customers.



Initiatives	Summary	Activities planned for the next six months	Measures of Success / Customer Benefit
NAMS Training	<ul style="list-style-type: none"> The Network Asset Management Systems (NAMS) are integral systems within SPEN and so is critical the workforce has the training, skills, and knowledge to use these systems effectively. 	<ul style="list-style-type: none"> Knowledge Management Master Plan assessment and creation of To-Be Model covering policies, process, governance, roles, and tools has been agreed. Updating of material underway. Launch of Learning Management System with refreshed NAMS training materials for pilot user groups. 	<ul style="list-style-type: none"> Targeted role based training for all New Starts. Updated training for existing staff within SPEN. Continuous training and process updates through BAU.
Skills Matrix – Skills Mapping	<ul style="list-style-type: none"> A Skills Matrix is a visual tool used to identify, assess and track the skills and competencies of the workforce. It involves listing all relevant skills and competencies required for each role within the team and then assessing each employee’s proficiency in those skills. This helps in identifying skill and knowledge gaps, curating training paths, priorities learning and provides clarity on the skills needed for each role. 	<ul style="list-style-type: none"> Identify the key skills required for each role in consultation with Team Managers. Establish the desired level of capability associated with those skills. Develop a comprehensive skills matrix to assist in identifying training gaps and training solutions. Targeted skills development initiatives to enhance employee development. 	<ul style="list-style-type: none"> Increase employee awareness of cyber security, and how to identify and mitigate potential threats. Improve business security. Increase knowledge on managing and reporting potential malicious attacks.
Mobility and Scheduling Training – Salesforce Field Service	<ul style="list-style-type: none"> Comprehensive training in use of Salesforce Field Service to support the transition to the new platform. This allows the streamlining of processes related to field activities for planned and reactive work to improve operational efficiency, customer service and environmental performance. 	<ul style="list-style-type: none"> Conduct a training needs analysis for each affected user group. Develop a robust training plan. Design Train the Trainer sessions to support training roll out. Deliver and distribute support documents and reference guides. 	<ul style="list-style-type: none"> Improved Health & Safety through better visibility of data and information in the field. Improved Customer Service through quicker response times. Improved operational efficiency through optimised scheduling and better visibility of resources and field work. Training delivery approach will introduce significant dynamic in-app guidance to reduce training materials/overhead.



Improving Mastery of Our Data

Data is an important key enabler of a decarbonised, decentralised, and digitised energy future. It's the tool that will bridge the gap between where we are now versus where we need to be – to achieve Net Zero by 2050.

Data is essential to optimising the value of assets, driving innovation, better understanding risks, and increasing system resilience. As the owner and operator of three licence businesses, data about our assets, our services, and our capabilities, will be key in supporting the transition to Net Zero.

Improving the mastery of our data allows us to quickly, and more effectively, make information available, and improves our ability to manage data security. Sharing our data with external parties will lead to better whole system solutions and new, innovative ways of working.

We will deliver this by:

1 Implementing our Data Governance platform and establishing a SPEN data catalogue, which will support delivery of our Data Governance Framework.

2 Deploying fully integrated analytics capability through Azure and AWS platforms, and realising value add data use cases.

This will deliver benefits such as:

Improvements in data quality, enhancing data sets shared with our stakeholders

Improving our data triage processes, enabling quicker and more secure transfer of data to our stakeholders

Develop data use cases to support customers in how they access and use our data.

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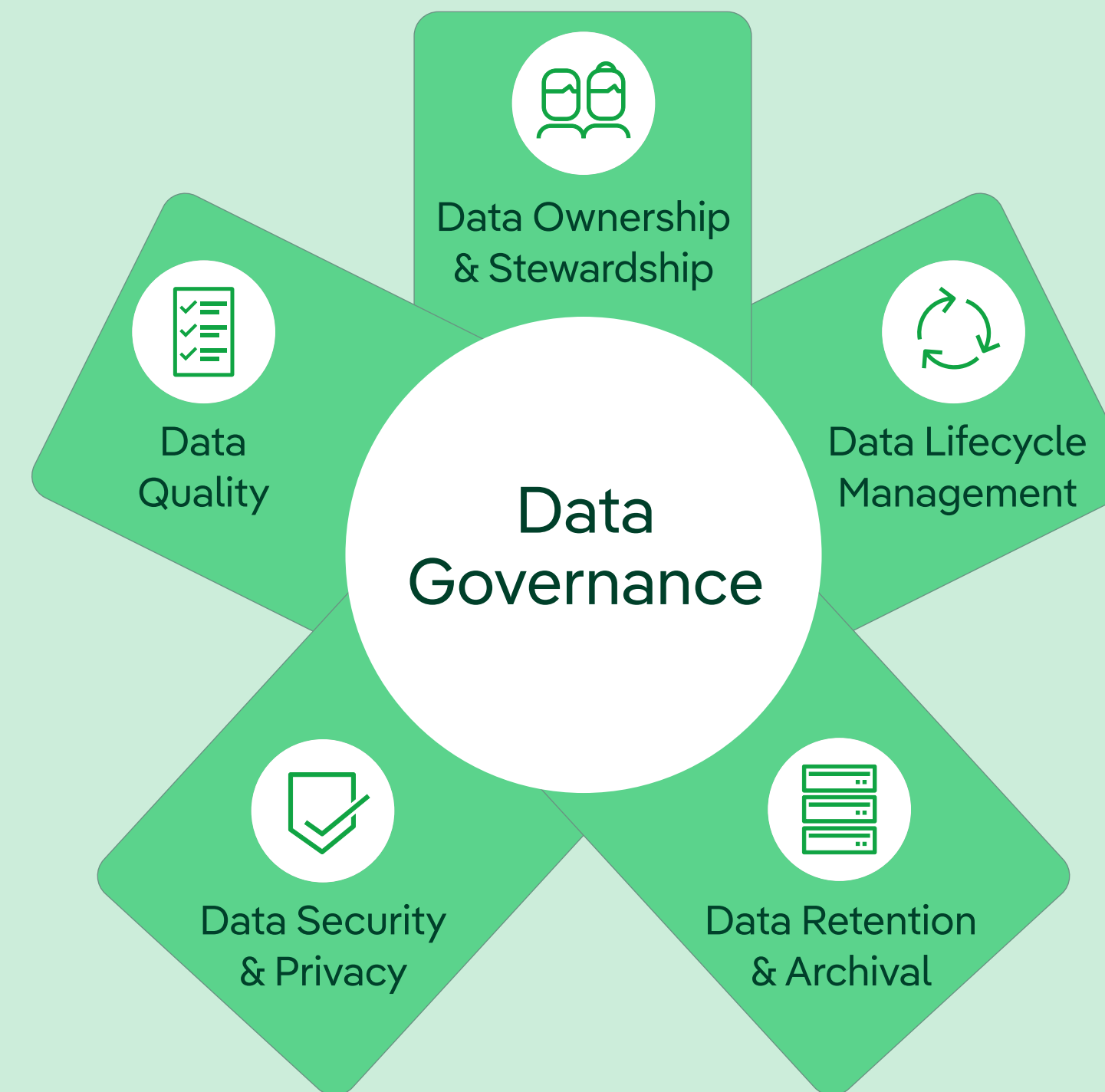
The Informatica Tool

Informatica is a Data Governance platform that enables SPEN to monitor, control and report on our data assets. A core component of the Data Governance platform is its' Data Catalogue; a detailed inventory of all data assets that exist in SPEN, and which enables the data to be categorised according to business rules such as type of data, data ownership and access rights. This inventory of data assets, and associated attributes, is made available to all business users so that they can better understand what data is available and find the most appropriate data for any analytical or business purpose. The Informatica platform also introduces a quality solution, allowing SPEN to define quality measures for our data assets and enabling an assessment to be made as to whether the data is fit for purpose.

The operating model for Informatica has been defined and the platform will be deployed into SPEN on an incremental basis throughout the RIIO-ED2 period. This deployment will be on a Data Use Case basis, prioritised through our Data Governance Forum.

Our Data Governance Framework

We have established a dedicated Data Governance and Open Data team within SP Energy Networks. It is their role to ensure that our Data is effectively governed, that a suitable Data Governance framework is in place, and that we are meeting our obligations under Ofgem's Data Best Practice Guidance.



Recent activities include:

- Facilitation of Open Data Requests; over the last year we have successfully facilitated over 150 requests for access to our distribution data.
- Enhancement of the design and navigation of our Open Data Portal to promote accessibility.
- In response to industry direction from DESNZ, we have reassessed all our datasets published on our Open Data Portal – concluding no change and satisfying ourselves we have a robust Data Triage process in place.
- Completion of our initial Proof of Concept of our Data Governance Platform.

The provision of energy data and information to stakeholders is relatively new and very much developing. Whilst we have created a framework to ensure that we are able to deliver and measure our success, this framework will evolve as stakeholders needs mature, and as the understanding of data security evolves.



Initiatives	Summary	Progress in the last six months	Activities planned for the next six months	Measures of Success / Customer Benefit
Data Governance Platform	<ul style="list-style-type: none"> Implementation of our Data Governance platform will enable us to monitor, control and report on our data assets. The solution includes establishment of a data catalogue, a detailed inventory of all our data assets which enhances data access to our business users. 	<ul style="list-style-type: none"> Completion of our initial Proof of Concept of our platform in a development environment Established systems architecture for our Data Governance Platform. 	<ul style="list-style-type: none"> Completion of our full Minimum Viable Product in a production environment. Our data governance platform will continue to be deployed into SPEN on an incremental basis, aligned with prioritised data use cases that have been identified by our Data Governance forum. Development of suite of Data Governance policies that standardise how we govern data and set the standards for compliance. 	<ul style="list-style-type: none"> Establishment of data accountabilities in SPEN. Development of a SPEN data catalogue – providing a detailed inventory of all data assets and their associated metadata. Data quality metrics in place.
Prosper Replacement	<ul style="list-style-type: none"> Power Systems performance reporting system used to produce information on customer interruptions and equipment failures, and to report on customer statistics for customer service and equipment reliability. 	<ul style="list-style-type: none"> Development of data pipelines and web client complete. 	<ul style="list-style-type: none"> User Acceptance Testing of the solution. Implementation of the new solution and rollout to internal teams. 	<ul style="list-style-type: none"> Increased security and data encryption for protection of data. Improved audit capabilities. Prosper and Transactional Data response time improvements, measured against expected time.
SMART Replacement	<ul style="list-style-type: none"> Smart Meter Systems analyse all network data, including smart meter and substation monitoring data for a better understanding of network operations and conditions. 	<ul style="list-style-type: none"> Creation of testing process. Refined ingestion process. Analyse current reports and processes to inform migration. Design and implement data model. 	<ul style="list-style-type: none"> Migrate historical data. Finalise design and implement semantic models. Build and release Power Bi reports. User Acceptance Testing of the solution. Go Live. 	<ul style="list-style-type: none"> Increased security and data encryption for protection of data. Increased data encryption. Improved audit and reporting capabilities. Transactional Data response time improvements, measured against expected time.
ENSAPMIG	<ul style="list-style-type: none"> This project is the first data use case to utilise Azure Synapse Data platform to migrate ENSAPMIG, an obsolete oracle database used for operational & regulatory reporting. 	<ul style="list-style-type: none"> Continuation of incremental development and testing of solution. 	<ul style="list-style-type: none"> Completion of testing and production deployment. Parallel runs of the two systems to compare data before commissioning of legacy database. 	<ul style="list-style-type: none"> Successful 9 month Regulatory Reporting Pack (RRP).
NEOP	<ul style="list-style-type: none"> To provide outage data in a standard format to the new National Energy Outage Platform (NEOP). 	<ul style="list-style-type: none"> Proof of Concept successfully complete. Technical environment build commenced and on-track. PowerOn data being provided by CGI to a new Azure Cloud solution. Externally facing API under development. 	<ul style="list-style-type: none"> Finalise industry testing. Go Live. 	<ul style="list-style-type: none"> Successful supply of outage data to the regulator in the agreed standard format and regularity.

