Digitalisation Strategy Action Plan

LEVERAGING DIGITALISATION TECHNOLOGY AND DIGITISED DATA TO GENERATE VALUE FOR CUSTOMERS AND STAKEHOLDERS

DOCUMENT CONTROL

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1 Welcome

1.1 Introduction to Electricity North West

Electricity North West Limited is one of 14 electricity distribution network operators (DNOs) in Great Britain. We are responsible for maintaining and upgrading 56,000km of network and nearly 500 major substations across the region. We supply the electricity to the diverse communities in the North West of England which extends from Macclesfield all the way up to Carlisle.

We are regulated by the Office of Gas and Electricity Markets (Ofgem) who provide DNOs with the license to operate and decide what's fair for us to charge our customers for each price control period.

Our current price control began in 2015 and runs to 2023. It's referred to as RIIO-ED1. In full, that stands for Revenue = Incentives + Innovation + Outputs, Electricity Distribution 1. Under this framework, the price we can charge our customers is fixed until the next price control, RIIO-ED2, which will run from 2023 until 2028.

Work is already underway to set the framework for RIIO-2 that applies to all energy network companies (i.e. gas and electricity distribution). The framework will determine what RIIO ED2, which begins on 1st April 2023, looks like.

The period of time which the RIIO-2 price control covers will see significant change in the way electricity is generated, consumed and stored, driving innovation across the whole energy system both now and into the future.

1.2 Executive Summary

The essential service of electricity distribution that ENW delivers needs to adapt. Net-zero targets necessitate adoption of low-carbon technologies, electrical vehicles, and locally generated energy to be distributed, aligned with effective adoption of smart meters and distribution system operations. These changes will change electricity supply and demand patterns at a scale unimaginable when the network was designed and built.

To meet these new demands on our network and the resulting change in customer and stakeholder priorities and needs we have developed and published a Digitalisation Strategy. Our strategy describes the activities we will undertake in the next few years to deliver the necessary change.

This Action Plan provides a view of the activities we will undertake during this six month period.

We have significantly revised both our governance of the DSAP and our approach to its development based on OFGEM's revised principles.

Our approach now focuses on customer and stakeholder feedback and benefits.

A key foundation for our Digital strategy is the data. We have produced a Data Strategy that describes streams of activity that will be delivered in adherence with the Data Best Practices issued by OFGEM.

We have enhanced our published Action Plan to incorporate the initiatives and projects required to align our focus to the seven guiding principles. Whilst these principles are subject to consultation and feedback we believe they are not likely to undergo significant change.

The key principles are as follows:

- Prioritise providing benefits to the stakeholders who pay for the products and services and also benefits to the broader Public Interest;

- Ensure all products and services work towards a defined vision;

- Take full advantage of opportunities to deliver benefits early and to iterate improvements to products and services;

- Make it easy to understand the products and services , the status of their delivery and how to access them;

- Ensure visibility about the nature and status of actions in the Digitalisation Action Plan;

- There is a shared understanding of success and performance is measured;

- Coordinate with the wider ecosystem of products and services.

2 Stakeholder Engagement

Our strategy for managing our stakeholders is based on our wider engagement model. This is outlined in the diagram below:

3 Digitalisation Principles

The following Sections provide a summary of our activities and how they align with or deliver towards the principles.

3.1 Principle 1: We will prioritise providing benefits to the stakeholders who pay for our products and services and also benefits to the broader Public Interest.

Rationale:

Our paying customers will benefit the most from our investment in digitalisation.

Complete

- Identified stakeholder groups, owners and developed personas;
- Engaged regional data forums and other energy system operators
- Published Digitalisation strategy.

Next – June 21 to December 21

- Create targeted and specific customer and stakeholder engagement plan to understand digital requirements;
- Validation and prioritization of customer and stakeholder requirements against vision;
- Update Digital vision, as and when required.

Future…

- We will repeat the process every six months and continually improve it with our stakeholders and customers;
- Improve collaboration across the energy system to create a consolidated approach regionally and nationally.

3.2 Principle 2: We will ensure products and services work towards a defined vision.

Rationale:

Ongoing investment in digital services is aligned to our vision and is optimized to deliver customer and stakeholder benefits.

Complete

- Identified externally facing digital services;
- Digital vision aligned to emerging industry guidance

Next – June 21 to December 21

- Create consolidated externally facing service catalogue with all our external facing services :- ranging from PSI and Supplier Checker Service;

Future…

- New and significantly changed digital services are developed in collaboration with our consumers of the services;

- Agreed metrics for each Digital Service in place;

- Explore opportunities for shared digital services regionally and nationally.

3.3   Principle 3: We will take full advantage of opportunities to deliver benefits early and to iterate improvements to products and services.

Rationale:

Our customers and stakeholders will benefit from continual service improvements and rapid course corrections based to accommodate new requirements.

Complete

- Developed an Agile methodology based on Agile essential;
- Recruited Agile coaches;
- Adapted operating Model to support digital delivery;
- Summarised list of deliverables contained at the end of this document.

Next – June 21 to December 21

- Workforce and training plan to enhance our digital capabilities;
- Our Digital and Data/Integration platform product teams will spearhead our ways of working;
- Provide Status update of our ED1 deliverables.

Future…

- Implement DevOps;
- Our ED2 Portfolio will be delivered digitally, by default.

3.4 Principle 4 - We will make it easy to understand the products and services, the status of their delivery and how to access them.

Rationale:

Our digital products and services will be described in plain English, easy to find in a service catalogue with transparent reporting on the service status.

Complete

- Digital Services currently published and signposted on our corporate website

Next – June 21 to December 21

- Publish externally facing service catalogue on appropriate digital channels

Future

- Explore future digital channels e.g. voice interfaces
- Publish interactive Digital and Product roadmaps

3.5 Principle 5 – We will ensure visibility about the nature and status of actions in the Digitalisation Action Plan.

Rationale:

Our digital plans will be accessible to our customers and stakeholders in a number of different medium that are designed to elicit and encourage feedback.

Complete

- We have published our Digitalisation Strategy Action Plan
- Revised our Digitalisation Strategy Action Plan approach based on latest Ofgem guidance

Next – June 21 to December 21

- Provided a list of actions and their status as part of our action plan
- Create interactive drillable chart on the actions

Future

- Create interactive drillable chart on the actions

3.6 Principle 6 - We will ensure there is shared understanding of success and performance is measured

Rationale:

Our digital metrics will drive towards our vision and ensure that everything we do is aligned to our customer and stakeholder needs.

Complete

- Completed Gartner's Digital Execution scorecard to create a baseline maturity

Next – June 21 to December 21

- Develop additional metric to measure and drive the digitalisation agenda

Future

- Repeat Gartner's Digital Execution scorecard assessment

3.7 Principle 7 – We will coordinate with the wider ecosystem of products and services

Rationale:

Our customers will get a more consistent service across the energy system.

Complete

- Energy Network Association - active participation in the Digitalisation and Data Steering Group
- Digitalisation and Data Steering Group – Member of the sub-working group on Data Triage that is looking at playbooks for how to deal with data requests

Next – June 21 to December 21

- Digitalisation and Data Steering Group – CIM (Common Information Model) Subgroup – will ensure ENWL provides an active member to participate in this newly formed group
- Digitalisation and Data Steering Group - National Energy System Map – continue to support the working group and achieve deliverables as part of the project.
- A founder member in sub Distributed Network Operator Data Collaboration group, which focuses on the electric network providers.

4 Our Plan for July 2021 to December 2021

Principle 1 -We will prioritise providing benefits to the stakeholders who pay for our products and services and also benefits to the broader Public Interest.		
Create targeted and specific customer and stakeholder engagement plan to understand digital requirements	Validation and prioritization of customer and stakeholder requirements against vision	Update Digital vision, as and when required

Principle 2 -We will prioritise providing benefits to the stakeholders who pay for our products and services and also benefits to the broader Public Interest.		
Create targeted and specific customer and stakeholder engagement plan to understand digital requirements	Validation and prioritization of customer and stakeholder requirements against vision	Update Digital vision, as and when required

Principle 3 - We will take full advantage of opportunities to deliver benefits early and to iterate improvements to products and services.		
Workforce and training plan to enhance our digital capabilities	Our Digital and Data/Integration platform product teams will spearhead our ways of working	Provide Status update of our ED1 deliverables

Principle 4 - We will make it easy to understand the products and services, the status of their delivery and how to access them.		
	Publish externally facing service catalogue on appropriate digital channels	

Principle 5 - We will ensure visibility about the nature and status of actions in the Digitalisation Action Plan.		
Provided a list of actions and their status as part of our action plan	Create interactive drillable chart on the actions	

Principle 6 - We will ensure there is shared understanding of success and performance is measured.		
	Repeat Gartner's Digital Execution scorecard assessment	

Principle 7 - We will coordinate with the wider ecosystem of products and services.		
DDSG – CIM Subgroup	DDSG - NESM	Sub-DNO group