



# Digitalisation Strategy Action Plan

December 2024



# Introduction

The Digitalisation Strategy Action Plan (DSAP) is a document that is updated every 6 months, in line with our Ofgem obligations. The DSAP represents progress against our Digitalisation Strategy.

In our Digitalisation Strategy published in March 2024, emphasis has been put into Data trustworthiness, access and visualisation aided with the latest digital technologies. These include advanced analytics and Artificial Intelligence to improve decision making and workforce efficiency. We have published a further update to Digitalisation Strategy as part of our RIIO-GT3 business plan submission which adds detail on the plan and the new Digital Categories introduced by OFGEM. Our plan submission also includes an AI strategy, detailing our vision for AI application and policies.

Projects continue to be captured in our five focus areas rather than initiatives by Business units . These focus areas are Data Foundation, Data Sharing, Digital Twin, Enhanced Decision Making and Efficient Enterprise Essentials, and all converge towards the overall strategic Digitalisation objective.

Projects which fall under digitalisation objectives have been mentioned here. IT projects such as asset-health replacements which do not fall under this category are reported as part of the RRP submission.

# Our Digitalisation Strategy Action Plan

We have structured this document into the following sections:

- A. Summary of how we are achieving Ofgem Data Best Practice Guidance through our revised Data Strategy and DSAP actions.
- B. Digital Initiative Updates
  - I. Projects updates from the last DSAP (June 2024) to date
  - II. Details on focus areas with mapping
  - III. Updates by focus area
- C. Stakeholder Engagement updates
- D. Our RIIO-GT3 submission
- E. DSAP action updates

# *Section A – Progress made against Ofgem Data Best Practice Guidance*

# We continue to implement our Data Strategy with a strong focus on Ofgem's Data Best Practice Guidance



Our Digitalisation Strategy has multiple initiatives focussed on data and our Data Strategy has been refreshed over the summer to ensure it remains current and fit for purpose in the fast-changing world of IT and data management.

The themes from the Data Strategy remain cross-cutting and lend themselves to several of our key initiatives. Our Data Strategy also covers more global requirements and that we are embedding the Ofgem Data Best Practice Guidance and Dublin Core standards as we implement new capabilities.

Over the last six months, National Gas has continued to implement its Data Strategy, further populating our Enterprise Data Asset Catalogue, augmenting work on our Business Glossary and promoting our Data Dictionary Template within IT and project teams. These artefacts are Dublin Core compliant and pave the way for the business to describe their data assets and make them more discoverable.

A new silver "tube line" has been added to our Strategic Roadmap, that captures the key deliverables that are required in the Information Security space to ensure we can continue to use and consume data safely. This work will enhance our ability to share data as per the Presumed Open Principle, in a way that minimises risk to the network and maximises value to our customers and stakeholders.

# ***Section B – Digital Initiative updates***

***I. Projects updates from last DSAP ( June 24) to date***

***II. Details on focus areas and mapping***

***III. Updates by focus area***

# Summary of work between June '24 and December '24

- We have been working extensively on **customer and stakeholder engagement** over the period of last 6 months and have socialised RIIO- GT3 investment planning approach via multiple sessions
- **RIIO- GT3 business plan** have been submitted, and further engagements are being planned with regulator
- We have published an updated **Digitalisation Strategy** as an addendum to March 2024 version adding RIIO-GT3 approach
- We have now delivered some key policies and standards aligned with **Ofgem's Data Best Practice guidance** and with **Dublin Core Standards**
- **Digital Asset Management** – We have gone live with our replacement asset management solution and refreshed Geospatial Information and Content Management capability along with reporting
- **Data and Insights Platform & MASS Program** – Now has a stable pipeline for further reporting capabilities, with monthly planned releases
- **CRM** - Further enhancements made with CRM system for better customer query and interaction management
- Delivered **a new Competency management** to manage skills and competencies for field force
- New refreshed **ERP Gas instance** with connected applications went live in July 2024
- **New Service Now platform and Google Cloud Platform** has been set up with application migration activities ongoing with new modules for GRC, HRSD and SecOps enabled
- **Three new Integration platforms** MuleSoft, Apigee and Thru have been productionised
- **Central AI Strategy** to manage and shape the capability induction into the organisation is going through review and approval process

# Initiatives and focus area mapping

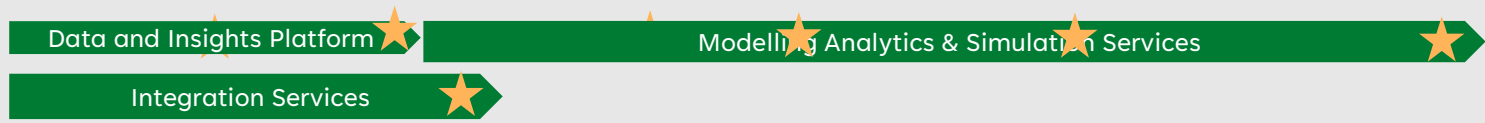
Table below shows the mapping between existing business value streams and new Digitalisation focus areas

Value Streams →	Market and Customer Insights	Optimised System Operator	Data Driven Asset Management	Ops Enablement	Data Insights & AI	Enterprise Apps & I/O
Focus Areas ↓						
Data Foundation					<ul style="list-style-type: none"> <li>Data &amp; Insights platform</li> <li>Integration services</li> <li>Modelling Analytics and Simulation Services</li> </ul>	
Data Sharing Platform	<ul style="list-style-type: none"> <li>MIPI Refresh</li> <li>NIP</li> </ul>					
Digital Twin		<ul style="list-style-type: none"> <li>Innovation Project (CVDT Phase II&amp; III)</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced Asset Design</li> </ul>			
Enhanced Decision Making	CRM & Connections development		DAM	OTTP		
Efficient Enterprise Essentials				<ul style="list-style-type: none"> <li>Asset Protection Enhancements</li> <li>Gas Grantor</li> </ul>		<ul style="list-style-type: none"> <li>Enterprise Apps for Payroll, People &amp; Culture &amp; Purchasing</li> <li>Hosting platform</li> <li>Digital Workplace services</li> <li>ServiceNow</li> </ul>



# Data Foundation

Action Plan Deliverable ★ Delivery 



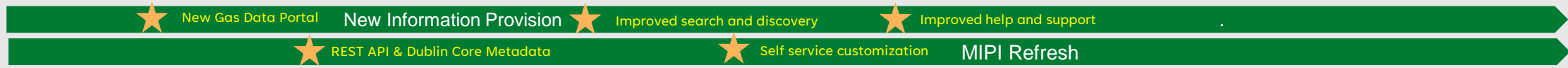
Action No.	Project	Description – what we have committed to do	Action Outcome (aspect of supporting Digitalisation and Data) – What we have achieved so far	Next Step
DSAP 017 DSAP 023  DSAP 012	Data & Insights platform  Modelling Analytics and Simulation Services	<p>We are building a data and insights platform as a central data store for data science, modelling, analytics and reporting</p> <p>We will continue to develop the D&amp;I platform to support delivery of data science use cases which will improve how we run and forecast the network</p> <p>Please note: Data &amp; Insight Platform further updates will be done via Modelling Analytics and Simulation Service (MASS) program</p>	<p>We have now deployed reporting and analytics capability across 9 data subject areas with the Construction area ready for a first phase delivery early in 2025.</p> <p>The data science platform and architecture has been developed, existing proof-of-concept forecasting models are being productionised with integration to external datasets which has enriched the data analytic models to provide higher degree of data confidence in demand forecasting.</p>	<p>2025 focus will be on data quality, deployment of Construction data and new sources for workforce data and preparing for our RIIO T3 reporting requirements.</p> <p>2025 will focus on the release of productionised machine learning demand forecasting models. To further improve how we run and forecast the network, we will also explore probabilistic forecasts of supply and demand at different timescales and agent-based modelling solutions.</p>
DSAP 036	Integration services	We are migrating to a new National Gas target architecture to simplify IT landscape, network, data transfer systems and interfaces.	We have productionised all three integration platforms MuleSoft, Apigee and Thru and all platforms are now available to accept application integrations based on the integration platform and approved design decisions.	To commence the formal programme closure processes.

# Data Sharing Platform

Action Plan Deliverable ★ Delivery



Data Sharing platform



Action No.	Project	Description – what we have committed to do	Action Outcome (aspect of supporting Digitalisation and Data) – What we have achieved so far	Next Step
DSAP 26	MIPI refresh	<p>Improve the discoverability and interoperability of our Operational Data for customers by:</p> <ul style="list-style-type: none"> <li>• providing a modern RESTful API</li> <li>• data catalogue and metadata available via the API</li> <li>• Enabling customers to configure and personalise their view of our data</li> <li>• Enhancing our help and support for data</li> </ul>	<p>REST API for Operation Data and Instantaneous Flow data available from. Specification and design complete for new extended Search Everywhere feature and self-service configuration of saved report and data selection queries</p>	<p>Build and deploy new Search and Customisation feature Implement federated user identification service Design and user experience testing for additional help and support features</p>
DSAP 27	New Information Provision	<p>Continue to provide richer data and information to customers by:</p> <ul style="list-style-type: none"> <li>• Improving how we manage data triage requests</li> <li>• Improving data quality</li> <li>• Create new metrics to measure successful delivery</li> </ul>	<p>Provide additional content and views and support customer requests for additional data. Ongoing improvements to data quality and UI improvements in response to customer feedback</p>	<p>Gas Quality reporting Planning future release of the mobile app</p>

# Digital Twin

Action Plan Deliverable ★ Delivery



Action No.	Project	Description – what we have committed to do	Action Outcome (aspect of supporting Digitalisation and Data) – What we have achieved so far	Next Step
DSAP	Innovation Project (CVDT Phase II)	The project aims to link developing Digital Twins platform with our data clouds and live data and ensure the integration is aligned with data quality and security requirements.	CVDT II has demonstrated potentials and benefits as part of FutureGrid and driven the digital twin activities of the wider business and core systems that the business is currently utilising	<b>CVDT III – Integration</b> Increasing the number of connected systems to provide further detail on finance, project delivery and system operation.
DSAP 033	Digital Construction (Enhance Asset Design)	Implementation, utilisation of BIM-CDE capability and applied new standards on construction projects which are delivered by external contractors and are tendered after the first two years of RIIO T2	National Gas’s own Common Data Environment (CDE) is configured and onboarded some construction project and users trained. Information Requirement (IR) standards and Survey standards are drafted and being reviewed in readiness for adoption.	3 selected sites to be surveyed to new standard, scanned and modelled in CDE, enabling project teams to collaborate, adopt new IR standards and new ways of working. Deploying structured standard library components to enable data standardisation.

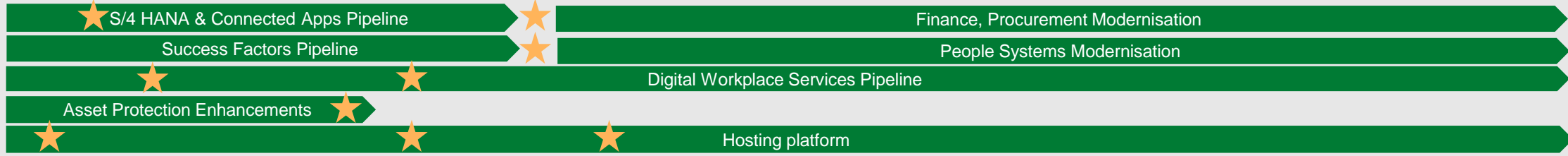


# Efficient Enterprise Essentials

Action Plan Deliverable  Delivery 



## Efficient Enterprise Essentials



Action No.	Project	Description – what we have committed to do	Action Outcome (aspect of supporting Digitalisation and Data) – What we have achieved so far	Next Step
DSAP 039 & 41	Enterprise and connected apps	Prioritise and deliver enhancement opportunities for S/4 Hana and connected applications.	Implementation a new and refreshed ERP and connected applications for National Gas in July 2024.	Commence Finance and Procurement modernisation in RIIO-GT3.
		Prioritise and deliver enhancement opportunities for Success Factors and connected applications.	Implementation a new and refreshed Success Factors platform for National Gas in July 2024.	Commence People Systems modernisation in RIIO-GT3.
DSAP 039	Digital Workplace Systems / Service Management tool ( ServiceNow)	Provide a modernised and updated DWS environment	ServiceNow further enhanced with modules for GRC, HRSD and SecOps enabled. The platform has been upgraded to the current version.	Implement IT operation management capability and mobile app for Servicenow
DSAP 038	Hosting platform	Deliver a strategic platform for the hosting of applications as part of our cloud-first strategy.	Majority of application migration completed to cloud platforms.	Complete migration activities and continue to deliver optimisation and FinOps of platform
DSAP 034	Asset Protection Enhancements	Digitalisation of our Asset Protection processes for sending 11,000 letters to landowners, through moving data and functionality to a CRM platform.	We have gone live June 2024 with our new letter generation tool that is part of our CRM platform	Refresh of asset protection enquiry management functionality

# *Section C - Spotlight on stakeholder engagement*

# We have engaged with customers, consumers and stakeholders on the details of our RII0-GT3 submission, for publication in December 2024



## Testing

10

1-1s

On low-regrets hydrogen readiness work, representing twenty of our sites

24

Organisations surveyed

On our procurement systems

66

Workshop attendees

On sessions including climate resilience, network surveillance, our innovation roadmaps, and customer experience

60

Consumer focus groups attendees

On topics including asset lifetimes, intergenerational fairness, innovation funding, net zero and green gases

500

Business consumers surveyed for acceptability testing

2000

Domestic end-consumers surveyed for acceptability testing

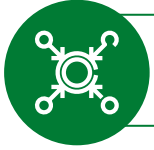


## Broadcasting

213

Attendees reached over six broadcast webinars

Representing 122 organisations; webinars covered our summer engagement plan, Business Plan Overview, with deep dives on our plans for Asset Management, IT, Gas System Operation, and our CCM Incentive



## Advocacy

32

Coalition Attendees

Across our plans for risk management, system operation, our Environmental Action Plan, our innovation strategy themes, workforce resilience and operational work on non-operational facilities



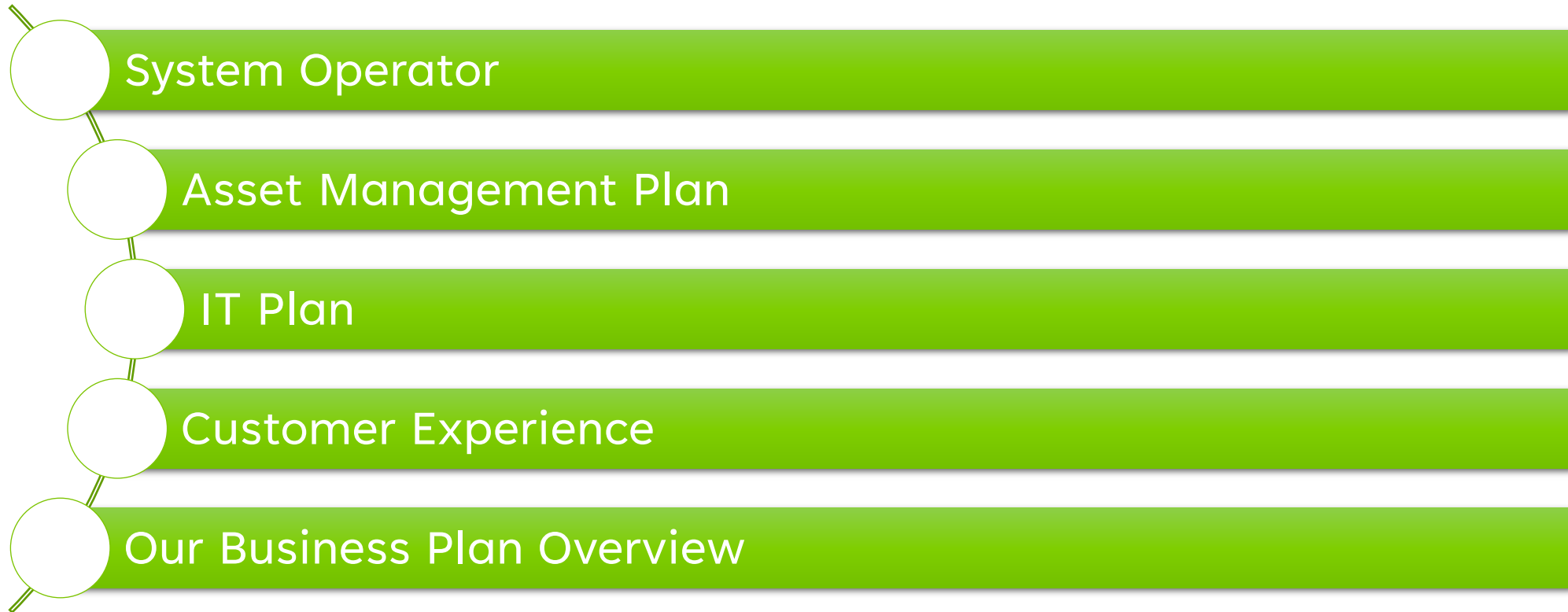
## Insights

85

Key insights shared with the business post-engagement

# Stakeholder engagement topics

Customer and stakeholder team conducted number of Webinars with wider industry participants to talk about RIIO-GT3 business plans and share our vision.





# This series of engagements included a deep-dive webinar on our RIIO-GT3 plans for IT



Do you feel that our IT plan reflects your needs and those of the industry?



Which outcomes do you think are the most important for us to deliver against in RIIO-GT3?



In a word (or a few)... what are your expectations of National Gas' IT during the next price control period?

14 responses

meeting gt3 objectives

resilient

safe reliable managed

secure

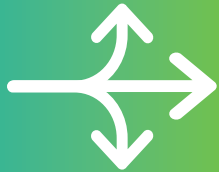
developing sustainable

cost effective

ai and machine learning

# We are looking to improve our customer facing interactions with the help of IT investments in RIIO-GT3 relating to support centre improvements, centralising customer information, and process automations

## Omnichannel Support Centre



Faster redirection to relevant NGT departments and contacts

## Digital Support Centre



Centralisation of support and processes

## Process Automations & Enhancements



Reducing time taken to access information, processes and resolve queries

### **In this session, we would like to:**

- 1) Get your feedback (both positive and areas for improvement) on National Gas capabilities relating to these three items
- 2) Share with you what our plans are in T3 to further improve these and receive any feedback you may have
- 3) Understand what you see as our priorities within these investment items and how we can further shape them to support your needs

# *Section D – RIIO-GT3 submission*

# RIO-GT3 IT investment plan

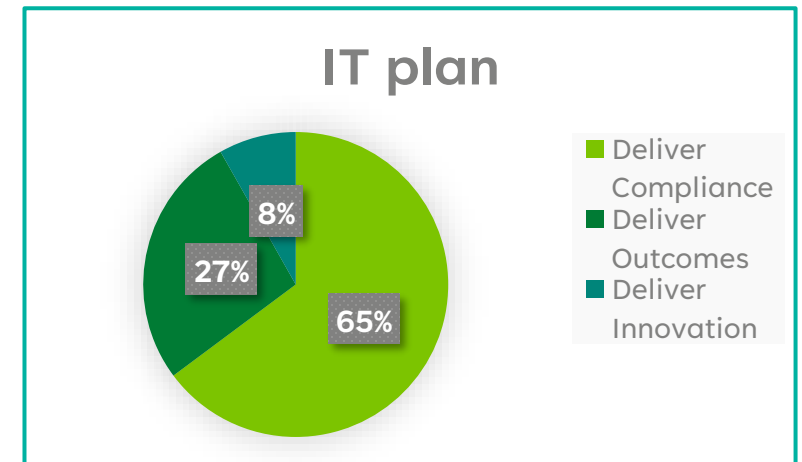
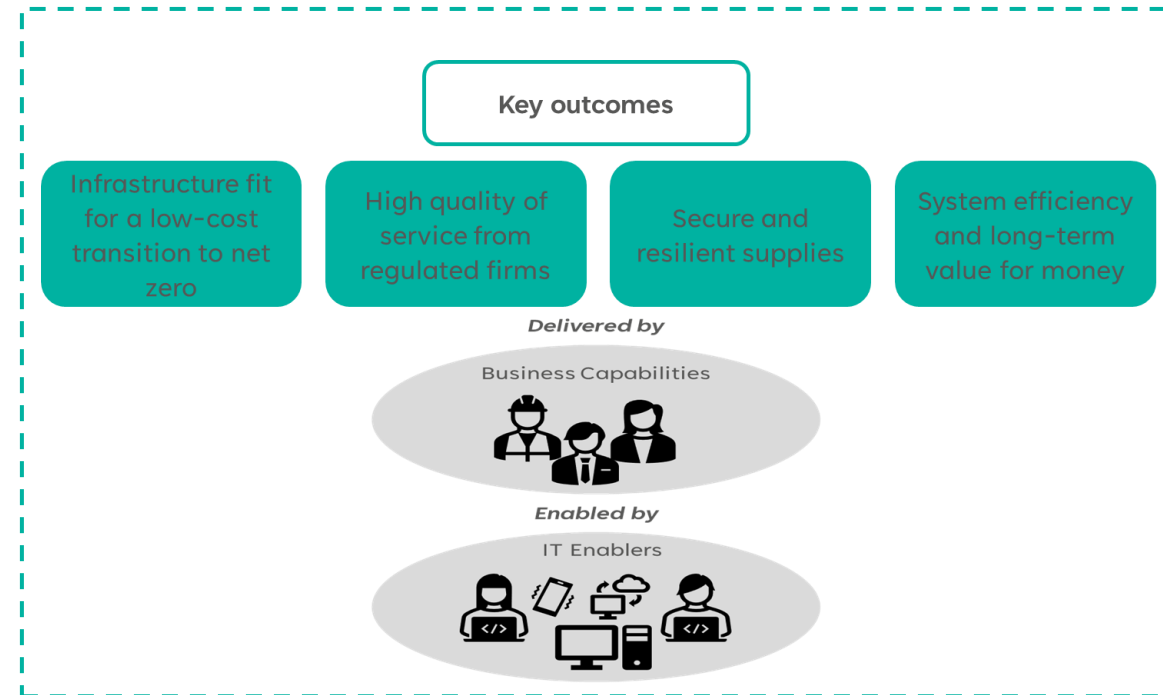
Our business has digitalised across all core functions and IT systems are critical to our business processes. Our IT plan is driven by the requirements of the business to achieve outcomes critical to our customers and stakeholders.

IT acts as a critical enabler for the business to achieve key outcomes for consumers and stakeholders (as defined by Ofgem) through delivering business capabilities such as:

- Planning and delivery of the Asset Management Plan, with required optimisation of network access (outages, maintenance, etc.)
- Improving information services to external parties

Our IT plan is also driven by the need to keep our systems secure, supported and compliant and regulations.

The plan has been submitted in December 2024



# *Section E – DSAP open action update*

# Action Updates

Action No	Category	Action	Due Date	Outcome/ Dec 2024 update
10	Customer Journey	DSAP Action Plan: Utilising the Data Best Practice, Supporting Information develop a plan based on Customer & Stakeholder engagement to improve the visualisation and interaction with DSAP Plan	Ongoing	Work in progress to understand how we improve Data Discovery for customers and Stakeholders.
13	Customer Journey	Stakeholder Engagement: Develop further metrics to demonstrate the successful delivery of DBPG (Data Best Practice Guidelines) recommendations for personas groups	June '25	Gas industry partners will be stepping away from ENA at the end of 2024. To ensure we are complying with Ofgem's Data Best Practice Guidelines, National Gas has joined the Gas Distribution Networks to form a self-organising group focused solely on gas data.
15	Customer Journey	Stakeholder Engagement: Develop and maintain a digitalisation-focused stakeholder engagement strategy to target key groups / personas and drive our stakeholder engagement plans	Ongoing	Ongoing work, sessions held since the last DSAP publication using the shaping the future webinars, Ops Forums and data discovery webinars. Support the engagement & coordination group within the DDSG

# Action Updates

Action No	Category	Action	Due Date	Outcome/ Dec 2024 update
16	Customer Journey	Stakeholder Engagement: Engage with customers and stakeholders as per the digitalisation stakeholder engagement plan, maintaining a stakeholder engagement log linking feedback to activity and stakeholder outcomes	Ongoing	Ongoing work to maintain the engagement log Details on Stakeholder engagements mentioned in Slides 16-19 of this document
18	Customer Journey	Access: Develop a plan based on customer and stakeholder feedback to improve Information Provision API functionality, and user experience across Data Community portal and data platform	Ongoing	REST API for Operation Data and Instantaneous Flow data available from. Specification and design complete for new extended Search Everywhere feature and self-service configuration of saved report and data selection queries.
22	Data Driven Asset Mgmt.	Enhanced Asset Design: Implement BIM technology across asset investment projects to digitalise information and data capture	Ongoing	National Gas's own Common Data Environment (CDE) is configured and onboarded 2 construction projects with first wave of key users trained to use the platform. Will continue to onboard more construction project and phasing approach to adopt

# Action Updates

Action No	Category	Action	Due Date	Outcome/ Dec 2024 update
23	Data & Data Platforms	We are building a new Data Insights & Advanced Analytics platform that will bring together data from across the National Gas estate together into a single, highly capable platform	Ongoing	We have now deployed reporting and analytics capability across 9 data subject areas with the Construction area ready for a first phase of delivery early in 2025.
24	Digital Asset Management	Enterprise Asset Management replaces legacy technologies with a new IBM Maximo Platform which will enhance our Asset Data, digitise additional processes and lay foundational capability for other deliverables such as Asset Performance Management	To be closed	Digital Asset Management program is not live with Maximo and refreshed Geospatial system. Further work to start in Future of Asset management program
25	Enterprise Content Management	Enterprise Content Management will migrate our data repository for Asset related documentation from OpenText to Microsoft SharePoint. This simplifies and modernises our technology estate and ensures our documentation is accessible and available	To be closed	Content Management System went live in June 2024 and is fully productionised.



# Previously published Action Plan

To provide traceability and transparency, attached is the link to the previous published action plan in June 2024.

<https://www.nationalgas.com/sites/default/files/documents/Digitalisation%20Action%20Plan%20-%20June%202024.pdf>

All open actions from the previous published DSAP have been referenced and addressed in this pack.

Link for December 2024 Digitalisation Strategy update

<https://www.nationalgas.com/sites/default/files/documents/Digitalisation%20Strategy%20December%202024%20with%20T3%20Addendum.pdf>