nationalgrid

Digitalisation Strategy

NGET RIIO-T3 Spring Update

May 2026

Contents

About This DSAP

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This Digitalisation Strategy and Action Plan (DSAP) presents National Grid Electricity Transmission's (NGET) digitalisation roadmap for RIIO-T3[1]. This DSAP is directed at those who use and fund our transmission services, and for those who rely on timely, accurate information to plan, invest, and deliver effectively across the energy system, including connecting customers, consumer representatives, local and regional stakeholders, supply chain partners, wider energy system organisations, and internal teams.

The DSAP provides a single, accessible reference point that explains what we are delivering, how the portfolio fits together and how its delivery and performance will be measured and tracked. Notably, this includes how it underpins an intentional, outcome-focused approach to engagement, enabling the stakeholder's voice in optimising how digital initiatives are prioritised, designed and delivered across the digital portfolio approved as part of NGET's RIIO-T3 Business Plan. The focus is therefore on effective implementation, with clear transparency on progress and realisation of benefits for consumers and stakeholders.

The document explains how our approach maximises the value from stakeholder engagement, while aligning with regulatory expectations, and then describes our digital roadmap, the capabilities we will build across applications, platforms, data and ways of working, and how these are delivered and governed. The Digitalisation Strategy will guide delivery progress throughout RIIO-T3 – remaining aligned to this document – while delivery progress, evolving standards and key stakeholder engagement insights will be shared in our digital Action Plan updates, issued every six months.

[1] RIIO-T3 is Ofgem's third electricity transmission price control set using the RIIO framework ("Revenue = Incentives + Innovation + Outputs"), setting the regulatory regime and funding allowances for network companies over the period 2026-2031.

1.1 Executive Summary

Great Britain's electricity transmission network is undergoing its most significant transformation in generations – and NGET is at the centre of it. Enabling clean power and economic growth requires us to plan, build and operate a significantly larger and more complex system at greater pace and scale than before. Digitalisation is a critical enabler of this transformation. It improves how infrastructure is designed and delivered, supports faster and more predictable customer connections, and enables more efficient and reliable operation of the network.

This Digitalisation Strategy explains how NGET will deliver these outcomes in RIIO-T3 (2026–2031). It sets out the implementation of an integrated digital portfolio, establishing NGET as an Intelligent Connected Digital Utility by embedding digital solutions and platforms across planning, delivery and operations. The portfolio is underpinned by £317m of Ofgem-approved digital investments, supported by £258m of IT and telecommunications core investments. Together, these investments enable the capabilities required to deliver NGET's RIIO-T3 ambitions:

A. Deliver the grid of tomorrow, today

B. Do the right thing for consumers, communities, and the environment

C. Transform the way we work

Our digital strategy has been shaped to bring benefits to customers, communities and industry stakeholders. Stakeholder insight has informed this Digitalisation Strategy and Action Plan over the years, and will continue to shape delivery through engagement and transparency across RIIO-T3. Its delivery will be governed through defined milestones and established portfolio performance measures. Progress will be reported through regular Action Plan updates.

1.2 Alignment with Ofgem

This DSAP has been prepared in accordance with Ofgem's Digitalisation Strategy and Action Plan Guidance (DSAP Guidance). This guidance is principles-based and sets requirements for transparency, stakeholder engagement and coordination in relation to a licensee's digital and data-driven products and services.

The table below summarises how our DSAP addresses each of DSAP Guidance principles, and where supporting evidence can be found in this document.

Table 1: Our alignment with the DSAP Guidance Principles

DSAP Guidance Principle	How NGET demonstrates alignment
1. **Prioritise providing benefits to the stakeholders who pay for the Products and Services as well as benefits that are in the Public Interest.**	The DSAP sets out a consolidated, Ofgem-approved digital portfolio, focused on delivering benefits for consumers and stakeholders, quantified with measurable outcomes. This includes improved connection timelines, enhanced operational performance and more effective asset decision-making. These outcomes support the wider public interest by enabling a larger, more complex transmission system required for clean power and economic growth, underpinned by secure and compliant digital foundations.
2. **Ensure Products and Services work towards a defined vision**	The DSAP defines NGET's vision to become an "Intelligent Connected Digital Utility" and translates this into five delivery-focused digital capability areas aligned to RIIO-T3 ambitions. This provides a direct line of sight from strategy to implementation
3. **Take full advantage of opportunities to deliver benefits early and to iterate improvements to Products and Services**	The DSAP presents an in-period roadmap that builds on RIIO-T2[2] foundations and sequences enabling capabilities ahead of dependent outcomes where possible. Delivery follows product-led approach, with bi-annual updates to reflect progress, evolving standards and stakeholder feedback.
4. **Enable stakeholders to understand the Products and Services, the status of their delivery and how to access them**	The DSAP is structured as a clear, accessible reference point, describing the portfolio in terms of capabilities and delivery outcomes. It outlines how transparency is considered to be improved over time through accessible reporting, clearer data provision and consideration for digitally excluded users.
5. **Ensure visibility about the nature and status of actions in the Digitalisation Action Plan**	The DSAP provides an integrated view of the RIIO-T3 digital roadmap, including key milestones, dependencies, and review points. It also sets out the intention to develop a stakeholder-facing DSAP interface to support visibility of delivery progress.
6. **Ensure there is shared understanding of how success and performance is measured**	The DSAP establishes that delivery will be governed through SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives, with clear ownership, baselines, targets and reporting cadence. It explains how digital initiatives contribute to business outcomes, and how performance will be tracked and assured through established governance and reporting.
7. **Coordinate with the wider ecosystem of Products and Services**	The DSAP positions interoperability and data-sharing as foundational enablers for whole-system delivery, including alignment to Data Best Practice and readiness for the Data Sharing Infrastructure. It describes coordination across the energy system, including engagement with National Energy System Operator (NESO), Distribution Network Operators (DNOs) and wider stakeholders, supported by standardised governance for data and digital solutions.

[2] RIIO-T2 refers to Ofgem's second electricity transmission price control framework ("Revenue = Incentives + Innovation + Outputs") covering the period 2021 to 2026.

Linking Digital Strategy to Delivery

2.1 Our operating context

Great Britain's energy system is in a period of rapid, structural change. Government is working towards clean power by 2030, as a milestone on the pathway to net zero by 2050. This requires accelerated build-out of renewable generation, storage and interconnectors – alongside greater system flexibility and a step-change in transmission capability and operability. As the owner and operator of England and Wales's high-voltage transmission network, NGET sits at the centre of this transition.

Digitalisation is essential to delivering a programme of this scale safely and at pace. It strengthens planning and delivery, improves the speed and control of construction delivery, and enables more intelligent operation of an increasingly dynamic network. It also builds workforce capability, reduces time to competence, and strengthens cyber and operational resilience.

Below we set out five interrelated factors shaping our operating context and how digital responds to each:

1. Energy transition and clean power
2. Whole-system coordination
3. Stakeholder and consumer expectations
4. Global markets and supply chain
5. Technology and innovation

2.1.1. Energy transition and clean power

Government's Clean Power 2030 Action Plan sets indicative capacity ranges for 2030, including 43–50 GW offshore wind, 27–29 GW onshore wind and 45–47 GW solar.[3] Delivering these outcomes requires significant additional network capacity and fundamentally new approaches to planning, delivery and operation.

NGET's role is to unlock these outcomes through our RIIO-T3 investment programme – delivering 25 new substations, upgrading around 3,500km of existing overhead lines and connecting 35 GW of new generation and storage, nearly doubling the power that can flow across the country. Around 85% of NGET's total RIIO-T3 planned investments is directed at developing our physical network.

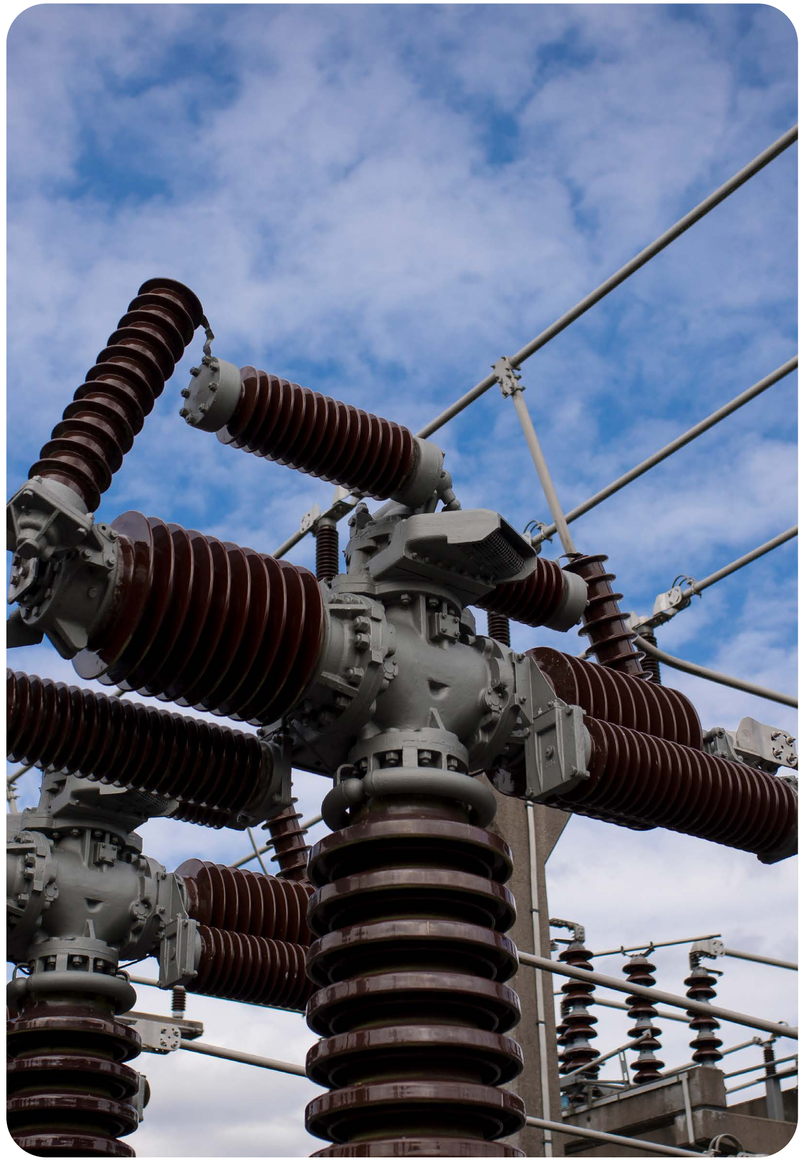
Digital tools are central to delivering this at the pace and scale required. Advanced modelling and probabilistic planning enable better investment decisions. Digital twins support more efficient design and commissioning. Integrated construction optimisation capabilities – spanning programme planning, materials management, cost estimation and risk controls – improve delivery confidence across a portfolio of unprecedented scale. Together, these capabilities allow NGET to plan more precisely, build more efficiently and keep pace with the accelerating demands of the energy transition.

2.1.2. Whole-system coordination

Whole-system delivery is now the default, not the aspiration. NESO's strategic planning role, alongside reforms to connections and system operation, increases the need for coordinated decision-making across transmission owners, DNOs, generators, flexibility providers, interconnectors, local authorities and communities.

Ofgem's Data Best Practice obligations and the emerging Data Sharing Infrastructure (DSI) set clear expectations for consistent, timely data sharing between energy system participants. For NGET, this means integrating our Data Fabric with the DSI so that priority datasets are discoverable, governed through machine-readable data contracts, and accessible via standard interfaces – moving away from ad-hoc file exchanges towards a more interoperable, open-by-default approach. Digitalisation enables this coordination through consistent data standards, improved interoperability and shared visibility of constraints, dependencies and delivery sequencing. In practice, this includes better outage planning and network access coordination, improved portfolio integration across programmes, and more effective supply chain collaboration.

[3] UK GOV. 2025. Clean Power 2030: Action Plan. https://www.gov.uk/government/publications/clean-power-2030-action-plan



2.1.3. Stakeholder and consumer expectations

Customers, communities, regulators and system partners increasingly expect a digital-first experience, meaning there is a demand for clearer information, faster cycle times, self-serve services, and transparent reporting of progress and performance. This is particularly acute for connection customers, where ongoing connection reform and the scale of demand require more frequent and more granular communication.

A fair transition also requires meaningful engagement with communities – particularly those hosting new or expanded transmission infrastructure, and those in vulnerable situations. Digital engagement tools – including customer relationship management, stakeholder relationship management and experience management – help us improve accessibility, tailor communications, track commitments, and measure social value more consistently, supporting energy transition that is equitable as well as efficient.

2.1.4. Global markets and supply chain

Energy security, supply chain volatility and macroeconomic uncertainty present material delivery risks for NGET's RIIO-T3 programme. For example, lead times for critical equipment – including high-voltage transformers, cables and switchgear – have almost doubled since 2021, with capacity booked years in advance[4]. Scarce specialist skills across power systems engineering, protection and control and high-voltage construction compound this further.

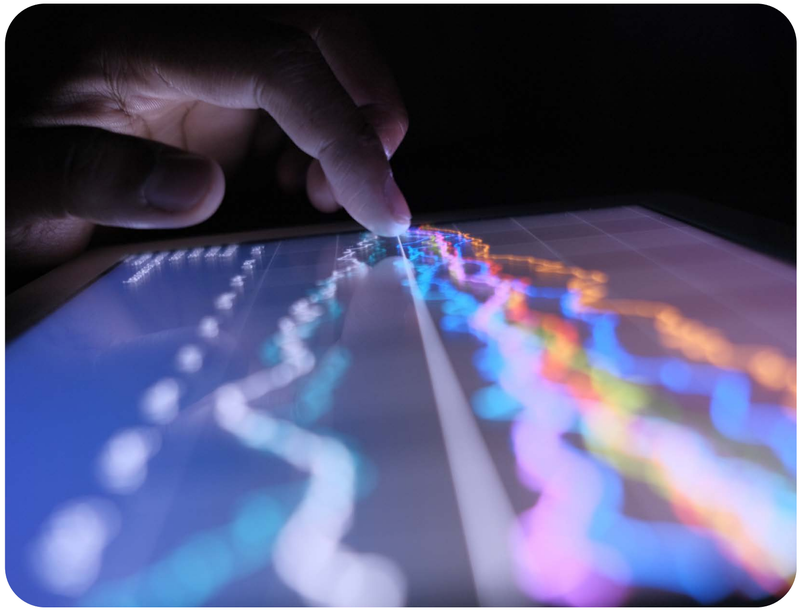
Digital capability is essential to managing these pressures effectively. Integrated programme controls and supply chain visibility tools allow us to anticipate bottlenecks, link design status to supplier milestones, and take timely decisions on procurement and inventory strategy – including bringing forward long-lead orders, setting strategic spares holdings, and resequencing work to protect critical delivery. Competency management and resource planning platforms support better workforce utilisation and reduce time to competence across NGET and our delivery partners.

[4] Ofgem. 2025. Decision on an Advanced Procurement Mechanism in Electricity Transmission. https://www.ofgem.gov.uk/sites/default/files/2025-03/APM-Decision-Document-and-Impact-Assessment.pdf

2.1.5. Technology and innovation

The pace of change in AI, cybersecurity and data capabilities creates both opportunities and risks for how NGET plans, builds and operates the network. Our industry faces significant challenges – including grid decarbonisation, connections reform, and location-based flexibility constraints - and emerging technologies provide practical tools to address them, enabling more sophisticated analysis, better decision-making and more efficient delivery. Our approach to AI is set out in detail in Section 3.4.

Our network strategy increasingly relies on probabilistic, options-based planning to manage uncertainty while protecting consumers – an approach made possible by investment in advanced modelling, scenario analysis and portfolio management tools. Underpinning all of this is a secure digital foundation. Cybersecurity tools protect our digitally enabled assets and the data that supports them, maintain data integrity and improve system resilience. A robust cyber posture also supports regulatory compliance as we expand our digital capabilities across the transmission network, including through enhanced network control data products, expansion of our IoT platform and investment in digital substations.



2.2 The role of digital for NGET

Digital is one of the core delivery enablers for RIIO-T3. It provides the discipline, visibility and capability required to deliver a significantly larger and more complex investment programme at pace, while building on our RIIO-T2 foundations and maintaining safety, reliability and resilience.

Digital supports the achievement of NGET's three strategic ambitions:

Ambition A: Deliver the grid of tomorrow, today

Digital improves the speed, consistency and control of infrastructure delivery. It strengthens end-to-end planning, design and programme management, enabling better coordination across projects and reducing delivery risk. This includes enhanced portfolio visibility, scenario planning and risk management, supported by network modelling capabilities developed in RIIO-T2. Together, these capabilities enable more informed investment decisions and more effective execution of the investment programme.

Ambition B: Do the right thing for consumers, communities and stakeholders

Digital improves how we engage with customers, communities and stakeholders, providing clearer and more timely information on network plans, project impacts and delivery progress. It enables more predictable connections and better coordination across delivery, reducing avoidable delays and helping to control costs for consumers. It also strengthens transparency and accountability in our decisions, building trust with our consumers, stakeholders, and communities.

Digital also strengthens data governance and information sharing in line with Ofgem Data Best Practice. High-quality, secure and usable data products enable more consistent access to information and support better coordination across the energy system.

Ambition C: Transform the way we work

Digital underpins a step change in how we manage assets and operate the network. Modern platforms, automation and enhanced operational technology reduce manual intervention and improve the speed and quality of decision-making. This is supported by investment in core IT and telecoms foundations, including implementation of a new SCADA system and upgrades to our Optel fibre network, alongside strengthened cyber and resilience controls appropriate for critical national infrastructure.

2.3 The digital vision and ambition

Our digital vision is to be an Intelligent Connected Digital Utility. We will use digital solutions, platforms and data to improve how we plan, build, operate and maintain the transmission network – with stronger delivery confidence, better customer and stakeholder outcomes, and a secure and resilient digital foundation that supports whole-system working.

Realising this vision depends as much on culture and capability as on technology. We are continuing to develop a data-led, digital-first organisation that treats data as a shared asset – with clear ownership, improving quality and transparent governance. This is supported by targeted investment in skills and behaviours, through leadership sponsorship, learning programmes and communities of practice that embed digital, data, and AI skills closer to our business processes, enabling colleagues with deep business knowledge to implement digital solutions, and promote reuse of standard platforms, continuous improvement, safe experimentation and effective collaboration across the whole system.

2.3.2. Our digital capability themes

To link our digital strategy directly to RIIO-T3 delivery, we organise our digital portfolio around five digital capability themes.

The capability themes have been updated since the December 2024 DSAP to align more directly to RIIO-T3 delivery outcomes and to reflect stakeholder priorities, including stronger focus on connections and operational resilience.

Our five digital capability themes for RIIO-T3 delivery:

1. **Agile and first-class construction:** Enabling the scale and pace of infrastructure development and deployment to support the UK's electrification and decarbonisation goals.
2. **Impactful customer connections:** Reducing the time and cost for customers to connect to our network through an improved end-to-end connection process.
3. **Operational and network optimisation:** Maximising performance and resilience from our people and network through insight-driven planning and monitoring.
4. **Intelligent asset management:** Enhancing asset management with data-driven intelligence to maximise network availability, reliability and resilience.
5. **Foundational compliance and resilience:** Reinforcing compliance, trust, and resilience through the quality, visibility, and reliability of our data.

RIIO-T3 Digital Roadmap

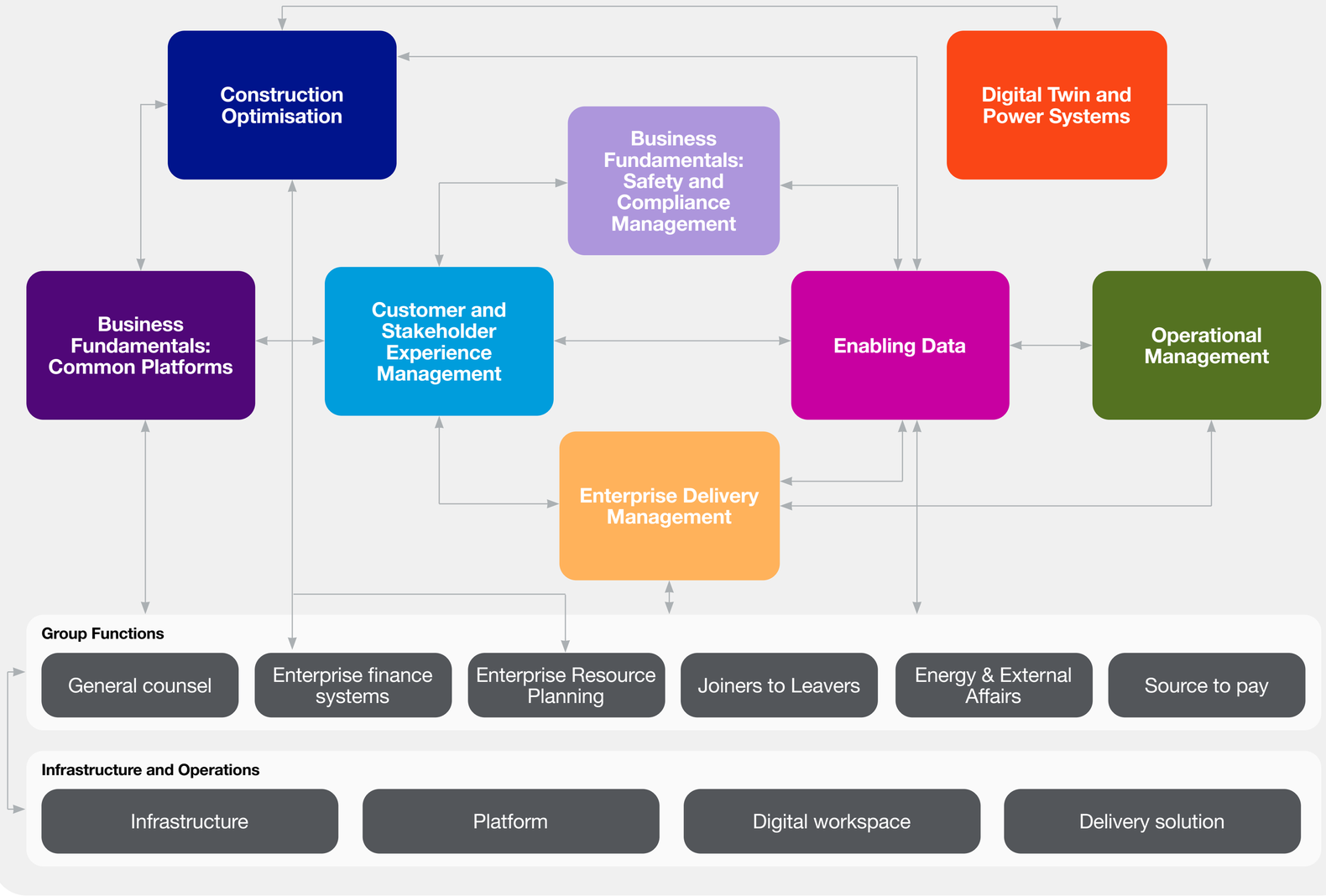
RIIO-T3 Digital Roadmap

The RIIO-T3 digital roadmap sets out a single, high-level view of the digital capabilities we will deliver across the period, including key milestones, dependencies and review points. It has been built by consolidating our approved data and digitalisation investments (as set out through our RIIO-T3 Engineering Justification Papers submission) into an integrated delivery timeline. The digital portfolio composed of eight pillars of investment aligns with our RIIO-T3 Digital Capabilities, illustrated in Figure 1.

Our digital portfolio is designed and delivered as a single, connected system rather than a set of standalone initiatives. Core foundations, including common platforms and safety and compliance, provide the standard processes, controls and tooling that other capabilities rely on. Enabling Data acts as the backbone, creating consistent, trusted data flows across the estate and enabling integration between construction optimisation, enterprise delivery management, operational management, customer and stakeholder experience, and digital twins and power systems. This interconnection reflects the operational complexity of delivering the grid of the future, but in parallel, it demonstrates the compounding effect on the benefits across the portfolio.

Figure 1: Overview of the Digital Portfolio

Figure 2: Dependency Map across the RIIO-T3 Digital Portfolio



3.1 Understanding our success measures

Each investment in the RIIO-T3 roadmap will be managed through objectives that define what will be delivered, the outcome it is intended to improve, how performance will be measured, and when the change will be realised. This ensures delivery is governed as an outcome-led portfolio, not a set of technology deployments. Objectives will be supported by clear ownership, baselines, target values, and reporting cadence aligned to Action Plan updates and internal governance.

Success measures are the business-wide, ambition-aligned outcomes we strive to improve over RIIO-T3. While they are not solely “digital targets”, they are underpinned by operational performance, which is influenced by multiple factors, including process, capability, operating model and technology. Digital investments, delivered through the five digital capability themes, contribute to these outcomes by enabling changes in how work is planned, executed, assured and reported.

Each pillar of investment in the RIIO-T3 digital portfolio contains underlying projects that bring digital benefits and contributions to these success measures, such as automation, improved data quality, integrated workflows, and enhanced decision support. These contributions will drive improvements to key business KPIs, including schedule reliability, customer experience, outage performance, maintenance efficiency, or data completeness. Movement in these business KPIs provides the assurance that success measures are being delivered and sustained.

The table on the next page summarises how the capability themes will contribute to improving the indicative success measures:

Figure 3: Summary of Digital Capability Themes and the key contributions towards success measures (non-exhaustive)

Digital Capability Themes defined for T3 DSAP	1 **Agile & First-Class Construction**	2 **Impactful Customer Connections**	3 **Operational & Network Optimisation**	4 **Intelligent Asset Management**	5 **Foundational Compliance & Resilience**
Proposed Success Measure	**Improve programme schedule**	**Improve transparency and data quality for customers**	**Improve programme control and delivery governance**	**Improve asset reliability through condition-based management**	**Strengthen data governance and DBP compliance**
Business KPIs	Reduce unplanned site delays caused by materials issues	Increase customer engagement with data (% access rate)	Increase % of projects capturing delivery risks and dependencies	Reduce unplanned outage resolution time	Improve data completeness score (%)
Digital Contribution	Construction Materials Mgmt. with intelligent schedule recommendations	Creation of high-quality data products integrated with core systems	Integrated Planning, Work and Resource Management platforms	Integration of Digital Twin with EAM, SCADA and IoT sensor data	Centralised controls throughout data products and operations
Proposed Success Measure	**Improve cost control and programme quality**	**Improve customer satisfaction and connection experience**	**Increase operational efficiency through automation and modelling**	**Reduce manual effort for asset maintenance**	**Enable self-service and workflow efficiency**
Business KPIs	Reduce contingency allocation for construction risk	Improve Quality of Connections (QoC) score to ≥7.7	Reduce time on modelling tasks	Reduce maintenance costs and increase system availability	Reduce time required to access and share data
Digital Contribution	Integration of cost and time in Common Data Environment	Single source of truth for end-to-end customer information	Connected modelling environment and Digital Twin automation	Automation and predictive maintenance to extend asset life	Automated workflows and integrations across systems
Proposed Success Measure		**Improve connection timeliness**	**Optimise workforce utilisation**		**Improve environmental and land management performance**
Business KPIs		Reduce overall connection duration	Improve skill-based utilisation rate, to meet project resource requirements		Reduce wayleave/easement acquisition cycle times
Digital Contribution		Automation of connection workflow processes (e.g. AI-drafted contracts)	Competency and resource planning integration		Integrated Sustainability Mgmt. and land & property mgmt. systems

3.2 Digital portfolio deep dives

The digital portfolio one-page deep dives provide a consistent, at-a-glance view of each investment pillar and how it contributes to the RIIO-T3 digital capability themes. Key details are shared to provide relevant context and progress updates – including a brief description, a high-level development timeline, key achievements, key actions for upcoming six months, and an overview of the expected benefits, aligned with our digital capability themes. The Action Plan updates will remain consistent with this standard format, enabling clearer comparison across initiatives, improved traceability of changes, and more efficient six-monthly updates for stakeholders.

Construction Optimisation

Description

The investment aims to simplify construction processes, enhance data accessibility and support the UK's decarbonisation goals, including the Great Grid Upgrade. It focuses on leveraging digital tools and integrated data to ensure timely, cost-effective delivery of critical network upgrades, minimising disruption and aligning with government and Ofgem's recommendation.

Status

On track

Activity scope

Common Data Environment: Centralised repository for managing project information, ensuring data accuracy, & accessibility facilitating better collaboration & decision making.

Construction Materials Management: Portfolio level procurement, storage and utilisation of materials to minimise wastage, reduce costs & ensure compliance with safety & regulatory requirements.

Construction Project Planning & Management: Coordinates tasks & resources to meet project goals within time, budget, & quality constraints, with potential automation, advanced analytics and portfolio level aggregation

Construction Project Risk Management: Involves conducting risk assessments, mitigation strategies & ongoing monitoring & reviewing risks throughout the project lifecycle.

Key Achievements

- ✓ Establishment of new Digital Construction Governance board to approve sanctions, oversee roadmap, performance and benefits
- ✓ First Early-T3 sanction paper approved and work underway deploying foundational tools to "Sealink" Project
- ✓ First wave of prioritised sanction papers prepared for quick start April 2026

Recent developments

- New governance board established
- First wave of sanctions for rapid start in April 26
- nPlan (risk management) trial
- AI PoC started

Action for next 6 months

- Rapid mobilisation of priority projects (e.g. CDE/BIM, SI Enterprise Platform)
- Development of deployment plan with Construction Project Customers

Development Timeline

	FY26	FY27	FY28	FY29	FY30	FY31
Common Data Environment	Foundational capability	Dev. of capability & Discovery for wider use	Deploy to customers & potentially ET	Ongoing development of product as business capability matures		
Cost and Estimation Management	Establish funding	Discovery	Iterative rollout of Cost & Estimation Management tool(s) / solutions			
Construction Materials Management	Discovery	Iterative rollout of Construction Materials Management tool(s) / solutions				
Construction Project Planning & Management	Construction Planning Tool (P6) / Discovery	Iterative rollout of Construction Project Planning & Management tool(s) / solutions including IPMO				
Construction Project Risk Management	Deploy Riskonnect & QSRA / Discovery / Baseline As Is	Optimise and expand use of project risk mgmt. tool(s), explore AI solutions & roll-out				

Progress

Common Data Environment	2%
Cost and Estimation Management	0%
Construction Materials Management	4%
Construction Project Planning & Management	1%
Construction Project Risk Management	0%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Efficient Infrastructure Delivery (A)

Better visibility & forecasting of programme risks and interactions, enables better planning, predictability and cost effectiveness of delivery

Efficient Integration of Renewables (B)

The on-time delivery of new infrastructure enables the connection of more clean energy to the grid and supports the UK's net zero targets

Reduced Disruption (B)

Through a predictable and well-orchestrated delivery capability, we can seek to minimise unplanned or repeated outages

Customer and Stakeholder Experience Management

Description

The investment will efficiently manage growing customer and stakeholder engagements, adapting to evolving expectations for real-time updates, transparency and self-service options. Funding will support the UK's CP2030 goals by improving project management, customer satisfaction and alignment with industry strategies.

Status

On track

Activity scope

CRM: Centralised system to manage & analyse interactions with customers, enabling targeted experience, customer support, contract mgmt. & data mgmt.

SRM: Stakeholder mgmt. enhancement for network investments, enabling targeted experience, cross-industry collaboration, efficient casework & data mgmt.

XM: Externally facing functionality to deliver improved services and experiences, incl. self-serve access to data & channel solutions across customer and stakeholder journeys. Predictive forecasting analytics will be used to forecast future needs

Key Achievements

- ✓ Completed a system review of CRM and SRM
- ✓ Developed initial data products

Recent developments

- Digital Strategy and Action Plan developed and socialised for T3
- Completed the review of CRM/SRM systems

Action for next 6 months

- Support Connections Reform within existing CRM platform
- Align XM discovery to Customer Strategy refresh to inform priority deliverables

Development Timeline

	FY26	FY27	FY28	FY29	FY30	FY31
Customer Relationship Management	System review	Re-platform / enhance	Ongoing development of product as business capability matures			
Experience Management	Develop data products	Customer discovery	CX releases	Iterative rollout of Cost & Estimation Management tool(s) / solutions		
Stakeholder Relationship Management	System review	Continuous enhancement, including CRM/SRM data sharing				

Progress

Customer Relationship Management	5%
Experience Management	5%
Stakeholder Relationship Management	5%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Accelerated Connections (B)

Transforming the connections process to enable delivery of net zero goals

Improved Understanding of Stakeholder Needs (B)

Building a greater understanding of the needs of stakeholders to enable proactive planning, measurable through stakeholder satisfaction

Data-Enabled Workflows (C)

Building a data-driven approach for customer management and improved data transparency

Digital Twin & Power Systems

Description

The investment will strengthen the electricity transmission network, supporting decarbonisation targets. Funding will enable a shift to probabilistic modelling and automation, assessing more scenarios efficiently using AI, digital twins, and quantum simulation where needed.

Status

On track

Activity scope

Power Systems Modelling and Analysis: Maintain & Optimise BAU, plus connected systems and data integration enabling digital twin + Discovery/development of comprehensive cutting-edge solution(s)

Building Information Management: Complete roll out initial BIM capability to Major Projects and ASTI, enabling better designs faster and ensuring projects achieve the intended outcomes on time and to budget, and that the data from the physical asset is integrated into their overall network

Key Achievements

- ✓ BIM: Establishment of new Digital Construction Governance board to approve sanctions, oversee roadmap, performance and benefits
- ✓ CDE/BIM included within first wave of sanction papers prepared for quick start April 2026
- ✓ Power System Discovery team recruited & onboarded

Recent developments

- Started Discovery on Power Systems Modelling Data Management
- Subset of ASTI projects equipped with CDE foundations for BIM

Action for next 6 months

- Finish the performance baseline & Discovery phase for Power Systems
- Analysis & Modelling, progress to sanction & Development
- CDE/BIM sanction in March 26 enables continued rollout of CDE/ BIM foundation

Development Timeline

	FY26	FY27	FY28	FY29	FY30	FY31
Power Systems Analysis & Modelling	Research & Strategy	Master Data Model Management	Core Digital Twin Functionality Implementation		Agentic AI User Interface & Engineering Simulation / CBA Automation	
Cost and Estimation Management	CDE/BIM Foundation deployed to subset of ASTI projects	Deployment of initial BIM capability to ASTI projects (incl. Offshore programme where agreed with Joint Ventures)				

Progress

Power Systems Analysis & Modelling	0%
Cost and Estimation Management	0%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Enabling Scale and Pace of Infrastructure Development (A)

Improved project design leading to better designs created faster and more efficiently with reduced iterations. Design for safe and efficient build (BIM)

Decarbonisation & Growth Enablement (B)

Probabilistic modelling identifies optimal capacity locations, accelerating customer connections and supporting UK's Net Zero targets

Improves Network Analysis (A)

Optimized reliability and resilience modelling helps identify vulnerabilities, reducing outage risks and ensuring energy supply

Enterprise Delivery Management

Description

The investment will enhance the Enterprise Delivery Management capability, which aims to improve efficiency and scalability of work delivery while maintaining the integrity of Electricity Transmission Network. Funding will focus on the implementation of advanced digital tools and AI to facilitate a comprehensive, data driven overview of operational progress and future planning.

Status

On track

Activity scope

Competency Mgmt: Develop an app to optimise workforce skills for effective project assignment

Portfolio Mgmt: Optimise portfolio delivery with unified views of work programmes, scenario modelling, strategic planning & performance tracking using AI and ML

Planning: Enhance with scenario modelling, data analysis, AI, risk mgmt. & optimised workflows

Strategic Workforce Planning: Real-time visibility, forecasting, resource planning, “hotspot” identification, data insights, compliance reporting & portfolio support

Resource Mgmt: Centralised resource mgmt. platform with competency-to-resource mapping

Work Mgmt: Unified platform supporting workflow management and tasks to ensure delivery risk feedback loop

Key Achievements

- ✓ Established portfolio visibility for T3
- ✓ Developed strategic planning tool
- ✓ Developed work mgmt. solutions to support Op. Asset Mgmt.

Recent developments

- Development of initial features for planning, and portfolio mgmt. and agreed new work mgmt. process to be digitised

Action for next 6 months

- Digitise Investment decision process (BP500) into workflow to enable work management
- Build out capability for outage build and management
- Continue agreed bi-directional interface for outages with NESO

Development Timeline

	FY26	FY27	FY28	FY29	FY30	FY31
Competency Management	Solutions managed locally	Validating the solution	Competency mapping, job assignment, workforce planning		Continuous enhancements	
Portfolio Management	T3 portfolio visibility	Programme views & scenario modelling	SC constraints	Strategic planning	Performance mgmt.	
Planning	Outage build and management	Adv. planning scenario modelling	SC constraints & multi-year tracking	Delivery risk feedback loop	Automation	
Strategic Workforce Planning		Holistic resource/ Competency visibility	SWP Digital Solution		Continuous development	
Resource Management		Resource Discovery/Delivery	Competency mapping	Competency-based job assignment	Continuous development	
Work Management	Digitise investment decision process	Adv. planning scenario modelling	SC constraints & multi-year tracking	Delivery risk feedback loop	Automation	

Progress

Competency Management	2%
Portfolio Management	3%
Planning	2%
Strategic Workforce Planning	0%
Resource Management	0%
Work Management	2%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Efficient Programme Scheduling (A)

Data-informed decisions will enable closer collaboration and better relationships partners, to improve performance of major work programmes

Improved Whole System Interoperability (B)

Holistic planning through data sharing and integration capabilities with external parties will facilitate holistic, system-wide planning

Improved Productivity (C)

Process automation and optimised project execution will help to reduce programme delays and costs

Operational Management

Description

The investment will be used to develop a comprehensive suite of digital products aimed at optimising management, control and operation of NGET's network. Funding will be critical to meet stakeholder's expectations of reliable network services and efficient operational management amidst increasing system complexity.

Status

On track

Activity scope

EAM: Maximo to enhance asset mgmt., op. availability & work execution through advanced tech (AI), data transparency, engineer flexibility

Digital Substation: Digital systems to enhance measurements, fault detection, asset mgmt. with advanced automation

IoT Platform & Sensors: Deploy cross-site communication, MS IoT hub for data mgmt., and make data available for decision making

Network Control: Enhance phasor data concentrator capability, continue wide area monitoring & maintain network control data products

Key Achievements

- ✓ Completed initial implementation of Maximo Manage
- ✓ Deployed IoT platform and sensors

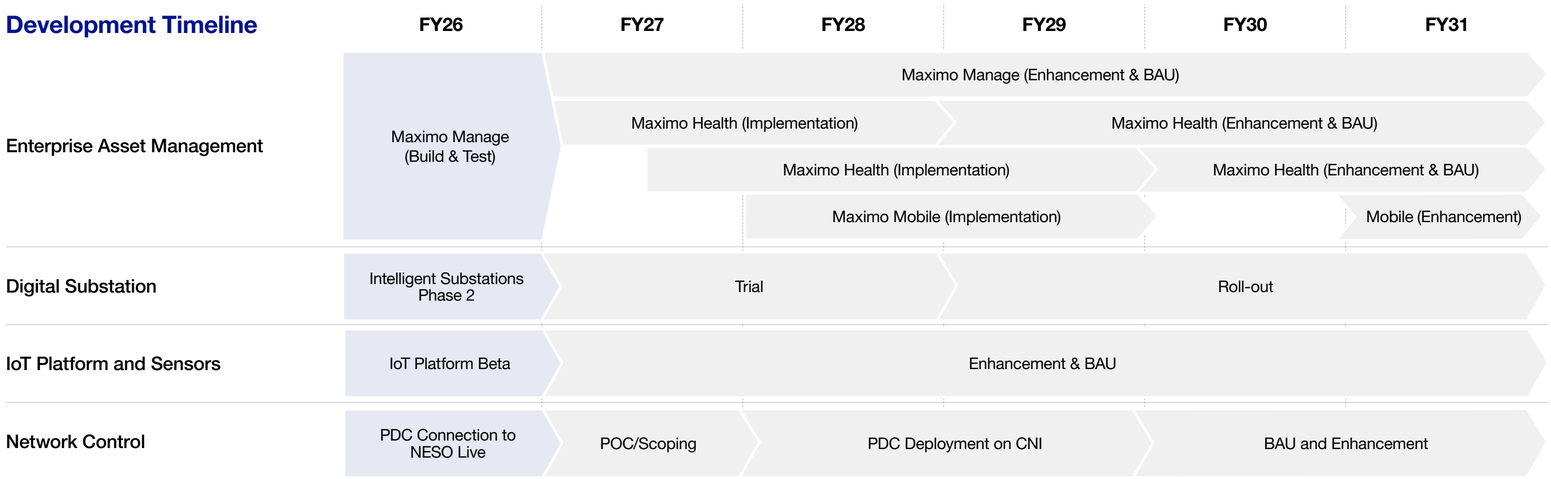
Recent developments

- Started implementation of Maximo Health
- Initial development of digital substation trial

Action for next 6 months

- Continue wider Maximo implementation
- Continue digital substation trial
- Scoping and data products

Development Timeline



Progress

Enterprise Asset Management	0%
Digital Substation	0%
IoT Platform and Sensors	0%
Network Control	0%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Reduced Operational Costs from EAM (B)

Adoption of industry standard asset management platform and processes, including reduced need for site visits with automation and remote comms.

Extended Asset Life (A)

Insights generated from IoT platform, digital substation, and site comms. enable better management and longer operational lifespan of assets

Increased System Availability (A)

If a network asset is displaying signs of failure, SCADA can proactivity de-load it based on data from IoT sensors

Enabling Data

Description

The investment will address Ofgem's acknowledgement of the need for data flow across energy sector in operation, planning and dispatch as the industry becomes more complex. Funding for this investment aims to improve access to sensitive 'shared data' with significant consumer value, transforming the management of internal and shared data. This positions NGET to lead in digital twins, power system modelling and analysis innovation, providing new capabilities to meet business needs.

Status

On track

Activity scope

Data Enablement: Leverage and enhance established tech to enhance data management, integration & utilisation across NGET, ensuring smooth data flow, improved data quality, and data driven decisions. The solution includes data governance, quality frameworks, innovation testing & advanced modelling, & a unified data science workbench with MSFT Co-pilot for task automation

Integration: Enhance synergy between data & applications within NGET, integrating automated workflow, AI capabilities, MSFT Co-pilot & GenAI to reduce errors, automate tasks & improve decision making while supporting critical services like SCADA. Integration is critical for Data sharing Infrastructure

Key Achievements

- ✓ Completed iPaaS implementation & migration
- ✓ Completed Fabric implementation

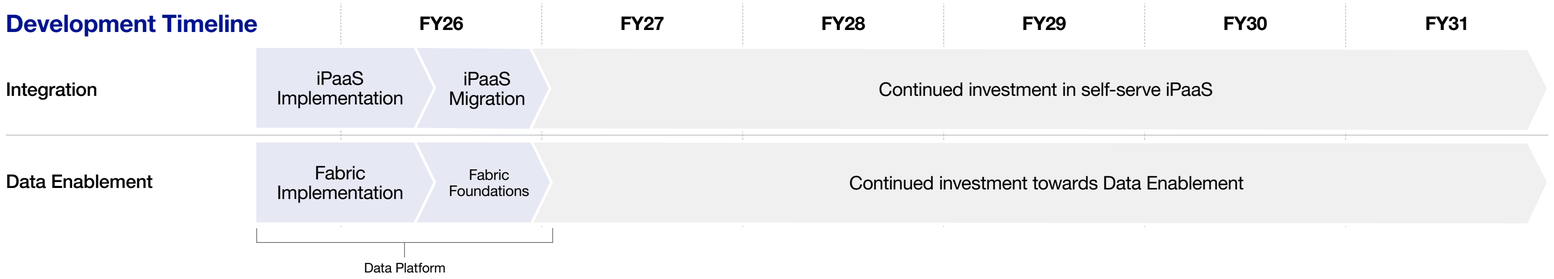
Recent developments

- Finished iPaaS migration
- Finished development of Fabric foundations

Action for next 6 months

- Prioritisation of iPaaS investments
- Prioritisation of investments towards data enablement

Development Timeline



Progress

Integration	20%
Data Enablement	20%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Whole System Interoperability (B)

Seamless data flow between whole system entities through the integration of the Data Fabric product

Strengthened Data Quality and Governance (C)

Enhance data comprehension, data quality, and decision-making, enabled by data quality tools, governance processes, and reporting

Improved Operational Efficiency & Performance (B)

Real-time data integration from sensors, smart meters, and weather data enable proactive corrective actions, outage prevention, and optimisation

Business Fundamentals: Common Platforms

Description

The investment is necessary for the development and modernisation for Common Platforms tools to manage increasing project volumes and complexities. Funding will focus on improving ECM, GIS and SI Digital platforms to support asset management, construction work, and ASTI-related activities.

Status

On track

Activity scope

OT Content Management: Implementing a centralised content mgmt to enhance risk management, digitised workflows, & cyber threat protection

SI Enterprise Platform: Providing IT support for ASTI, enabling collaboration, onboarding, & secure external engagement while protecting project data

Development Tooling: Implements development tools, consolidates UX platform, automates application security testing, & integrates supportive GenAI tools

GIS Platform: Establishing a cloud-native GIS with a utilities data model & workflows for geospatial data capture in asset & investment

Key Achievements

- ✓ SI Enterprise Platform sanction paper created for sanction at March governance board to enable a rapid start in T3Developed initial data products

Recent developments

- Prepared for development of common platforms
- SI Digital Platform rolled out to SI parts of Onshore & external partners within the GGP

Action for next 6 months

- Start development on new Enterprise Content Management platform and SI enterprise platform
- Simplify development tooling
- Upgrade GIS platform
- Start rollout of SI Digital Platform to Offshore & Functions

Development Timeline

	FY26	FY27	FY28	FY29	FY30	FY31
OT Content Management	SI Foundation	New ECM Platform	Continuous ECM enhancements			
SI Enterprise Platform	SI Enterprise Platform	Accelerate capabilities & discovery	Ongoing product development with customers and external partners			
Development Tooling		Simplify development tooling				
GIS Platform	Continuous Investment	Upgraded GIS Platform	Continuous GIS investment			

Progress

OT Content Management	5%
SI Enterprise Platform	0%
Stakeholder Relationship Management	5%
GIS Platform	5%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Improved Local Stakeholder Engagement (B)

Utilising modern web-enabled solutions, we will simplify the distribution and visualisation of geospatial data to our external stakeholders and customers

Self-Service & Data Empowerment (B)

Simplifying repeatable workflows to enable efficiency savings, e.g., capturing project development related documentation alongside a complete audit trail

Secure Data Management (C)

Improving data quality, governance and consistency across our platforms to support and simplify collaboration

Business Fundamentals: Safety & Compliance Management

Description

The investment aims to upgrade grid capacity for efficient delivery, enhance compliance with new regulations, leverage tech advancements for greater efficiency and improve performance management and customer management to meet rising expectations. Funding will enhance the 4 established capabilities foundational in RIIO-T2 and deliver knowledge management as a new discovery initiative.

Status

On track

Activity scope

Contract Mgmt.: Systematic mgmt. of constr. contracts leveraging AI alongside systems integration to improve reporting, decision-making & collaboration

Land & Property Mgmt.: Systematic approach of managing land & property resources to support infrastructure dev., optimise op. efficiency & ensure compliance

Performance Mgmt.: System to evaluate & optimise ET performance, integrate data products & analytics to enhance decision making, reporting & TCO insights

HSE Mgmt.: Enhance safety & compliance via centralised data, predictive analytics & AI-driven solutions for resilient supply

Knowledge Mgmt.: Capture and share organisational knowledge to improve access, collaboration and efficiency

Key Achievements

- ✓ Initiated development of data products for performance mgmt. and HSE mgmt.
- ✓ FastDraft Renewal process commenced
- ✓ Lands and Access (and wider) discovery paper approved

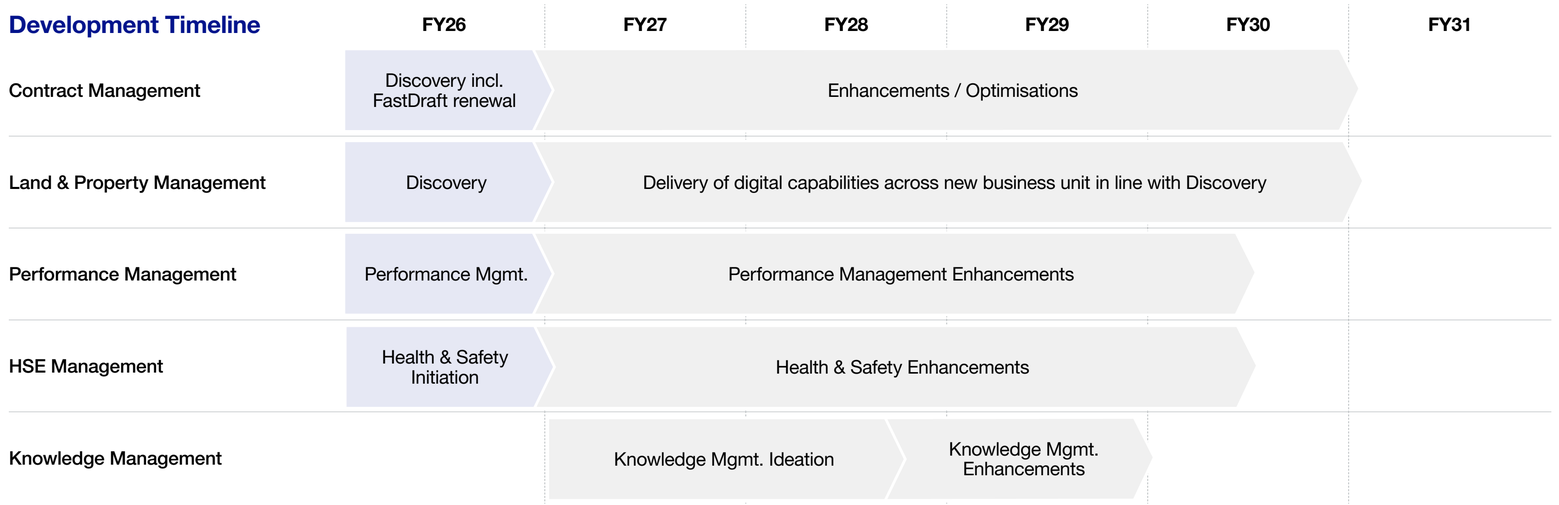
Recent developments

- Start FastDraft contract renewal process
- Lands Access, Engagement and Property discovery paper approved
- Start development of core H&S data products

Action for next 6 months

- Continue dev. of performance mgmt. deliverables (Regulatory Reporting Pack & Total Cost Ownership)
- Continue dev. of H&S data products, incl. 3rd party mgmt. & quality and risk
- FastDraft renewal & kick off Contract Management / L&P discoveries

Development Timeline



Progress

Contract Management	5%
Land & Property Management	0%
Performance Management	5%
HSE Management	5%
Knowledge Management	5%

Benefits

A Aligns with Ambition A | B Aligns with Ambition B | C Aligns with Ambition C

Improved Safety and Risk Reduction (B)

Centralised H&S data, predictive analytics and improved incident reporting reduce safety risks and enable earlier intervention on sites

Improved Compliance and Risk Reduction (B)

Automated reporting and improved auditability strengthen compliance with regulatory and ISO requirements, reducing regulatory risk

Improved Productivity and Decision Making (C)

Integrated data and automation reduce manual effort and provide timely insights across safety, performance and compliance activities.

3.3 AI in our digital strategy

Artificial Intelligence (AI) is a targeted but powerful lever in NGET's RIIO-T3 digital programme. Rather than adopting it as a blanket solution, we apply AI where the use case is well-defined, the data foundations are sufficient, and the expected value is clear – across planning, construction delivery, customer connections, asset management and network operations.

RIIO-T2 established a strong track record to build from; we delivered high-value use-cases – including machine learning models to predict customer satisfaction or likelihood to connect, Microsoft Copilot productivity agents, and AI-enabled data analysis for scenario modelling, route optioneering and sentiment analysis. The RIIO-T3 digital roadmap extends this, currently with nine projects across the portfolio presenting significant AI opportunities, and with further AI use cases being explored, for example, AI/ML for portfolio optioneering and planning, generative AI integrations to reduce errors and routine tasks, and AI-supported contract evaluation.

Realising this potential requires the right foundations. In RIIO-T3 we are investing in data accessibility and quality through our Data Fabric and data products – including enhanced data management and improved data quality tooling – and establishing governed environments where advanced analytics and – where appropriate – generative AI can be deployed with appropriate security controls and auditability. The focus on data quality is essential to ensure insights are reliable and outputs are repeatable and defensible. Our approach is to start with specific problems, validate performance and safety, retain human accountability, and scale where benefits are proven and sustainable.

Our ambition is to be a leading adopter of AI in the energy sector – applying it with rigour, scaling where it delivers proven value, and building the foundations to go further as the technology matures.

Expanding AI use responsibly means managing a set of important considerations that shape how and where we deploy it across NGET, including data quality, governance, and cybersecurity. This is embodied through Ofgem's Ethical AI use Good Practice for governance and policies:

1. Clear strategy, with articulation of outcomes and associated risks
2. Effective accountability and governance
3. Clear guidelines and policies
4. Clear leadership across the stakeholder's organisation

Stakeholder Engagement

Stakeholder Engagement

We are actively seeking to understand stakeholder needs and priorities. We have developed this Digitalisation Strategy and Action Plan to reflect what stakeholders need from our digital products and services, while also identifying the digital capabilities required to deliver NGET's RIIO-T3 commitments efficiently and responsibly as a business.

The DSAP has been shared with NGET's Independent Stakeholder Group (ISG), which represents the interests of consumers, communities and wider stakeholders. The ISG provides independent challenge and insight, helping us test assumptions, strengthen transparency and ensure our approach remains focused on delivering value in the public interest.

Looking ahead, we will continue to engage stakeholders throughout RIIO-T3 as delivery progresses. We will use our six-monthly Action Plan updates to share progress, explain how stakeholder feedback has informed decisions, and highlight where our approach is evolving.

4.1 The role of stakeholders in NGET's strategy

Stakeholders play an active role in setting direction, improving design, and holding us to account for delivery. Their input helps us prioritise the digital products and services that deliver the greatest benefit to those who fund the network and those who depend on it. As a result, our digitalisation strategy remains aligned to the public interest and wider energy system needs.

In practice, stakeholders contribute to our strategy in four ways:

- **Define value and priorities:** clarifying where digital investment improves outcomes such as reliability, connections experience, safety, resilience and transparency.
- **Improve deliverability and adoption:** identifying delivery dependencies, operational impacts, and the changes required for effective uptake across our business and the wider ecosystem.
- **Strengthen assurance and challenge:** providing independent scrutiny, including through our Independent Stakeholder Group, to test decisions and ensure we evidence trade-offs and expected benefits.
- **Support transparency and continuous improvement:** shaping how we communicate progress, measure success, and iterate the DSAP as our plan, regulatory context and stakeholder needs evolve.

4.2 Approach to stakeholder engagement

Our approach is designed to ensure the delivery of our digital portfolio remains stakeholder-informed, value-driven, and aligned to Ofgem's DSAP guidance principle.

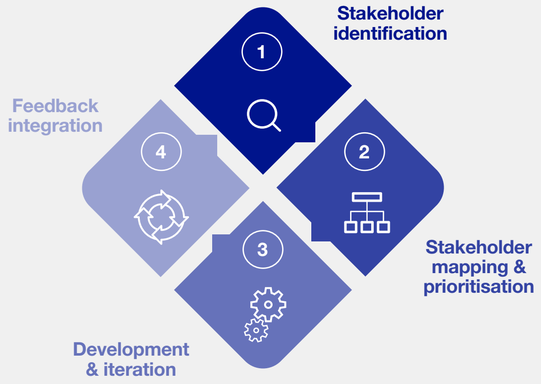
Our cyclical stakeholder engagement framework was first adopted for RIIO-T2. For RIIO-T3 we are strengthening the approach by clarifying objectives for each stage, guiding stakeholder prioritisation, and setting up feedback integration to be more visible and traceable.

Our approach is guided by five principles that provide clear direction, align our activity with Ofgem's expectations, and bring clarity and purpose to our engagement:

1. **Inclusive:** ensuring stakeholders can participate regardless of technical confidence or access to digital channels.
2. **Collaborative:** co-developing requirements, iterating solutions and coordinating with industry peers to support whole-system outcomes.
3. **Transparent:** providing plain-English information on what we are delivering, when it will be available, and how progress will be measured.
4. **Accountable:** maintaining clear governance and publishing our feedback integration process and impacted decisions.
5. **Continuous improvement:** building feedback loops into delivery so that products and services can be improved over time and benefits can be brought forward where feasible.

This approach is further strengthened through NGET's engagement with the Independent Stakeholder Group. Their challenge, insight and independent perspective help us to test whether our engagement is effective, aligned to our objectives, and responsive to stakeholder needs. This provides added assurance that our approach remains robust, credible and focused on delivering value.

Figure 4: Our overall cyclical stakeholder engagement process



4.2.1. Stakeholder identification

Stakeholder identification facilitates an inclusive and representative approach, assuring stakeholders that their voices are identified and have confidence that their needs and perspectives are recognised and considered in our decision-making.

We maintain a clear set of stakeholder personas to structure engagement and tailor methods, accessibility arrangements and information provision. These personas will be reviewed periodically to reflect changes in the external environment, stakeholder feedback and emerging digital priorities. The current stakeholder personas are:

Table 2: Summary of Stakeholder Personas for RIIO-T3

This stakeholder identification step provides the foundation for the subsequent stages of prioritisation, engagement design and feedback integration. It supports our engagement in considering the full range of stakeholder needs across RIIO-T3.

	Consumers	Digitally-excluded	Colleagues	Customers & Energy Insiders	Innovative Thinkers	Policy Influencers & Decision-makers
Description	Businesses and households that use electricity and pay for our transmission network	Consumers who cannot interact online due to no access to devices, internet, or are missing the skills needed or choose not to engage with digital services	NGET colleagues that are users or enablers of digital tools that bring consumer or public-interest value	Stakeholders that work in or closely with the energy industry, e.g., network companies, system operators or other customers that are connected or seeking to connect to our network	Stakeholders who are interested in our assets & network, and may have unique/wide interests in our data	Consumer groups, regulators, & other government departments who oversee the energy sector, public interest, & consumer protection
Primary Needs	• Affordable, resilient network • Decarbonising the grid • Active participation withmarket	• Communication through traditional channels • User-friendly website	• Automation of manual tasks • Accessible, trustworthy data • Day-to-day useful tools (e.g. Copilot)	• Data for day-to-day ops. and decision making • Whole system data sharing • Fast connections	• Accurate & detailed data • Collaboration on new use cases of data	• Access to longer term data to support oversight, policy making, & decision making
Challenges	• Shift towards electrification & digitalisation • Affordability • Resilience	• Access online content • Unable to use internet • No understanding of the value of the internet • Trust concerns	• Evolving need for digital skillset & productivity improvements • Employee retention & talent acquisition	• Require Information sharing agreements • Want quick & cheap connection to the grid	• Data is often inaccessible	• Require complete, high quality, & consistent datasets
Examples (non-exhaustive)	• Households • Prosumers[1] • Micro-businesses/ SMEs • High-demand industrial consumers	• Low-income households that cannot afford devices • Elderly who lack digital skills or trust to engage	• Executive/Senior Leaders • Product specialists & enablers • Network planning colleagues • Field-based engineers	• Interconnectors, storage, suppliers • Supply chain partners • Local communities impacted by infrastructure • NESO and other TSOs	• Academics & researchers • Start-ups • Data & digital innovation communities (e.g. Open Data Initiative) • Innovation accelerators	• Consumer advocacy groups (Citizens Advice, National Energy Action) • Ofgem • IT, data, & cyber regulators • Environmental NGOs • DESNZ

[1] Prosumers are consumers that engage with the network like innovative thinkers, e.g., Demand Side Response

4.2.2. Stakeholder mapping & prioritisation

Following stakeholder identification, our stakeholders are mapped to understand who we need to engage, the level of influence they hold, and the most effective way to involve them. The intended outcome is deliberate, proportionate and tailored engagement, with channels selected to reflect how each stakeholder group prefers to interact.

Our approach has three elements:

1. Categorise stakeholders by their likely persona and relative influence on, or impact from, our digital products and services. This creates a consistent basis for planning engagement across the portfolio.

2. Prioritise engagement to ensure key players are closely involved, and that effort is focused where it will most improve decision quality, delivery outcomes and stakeholder confidence.

3. Tailor engagement methods to each group, selecting the most suitable channels and cadence to secure meaningful input while avoiding unnecessary burden.

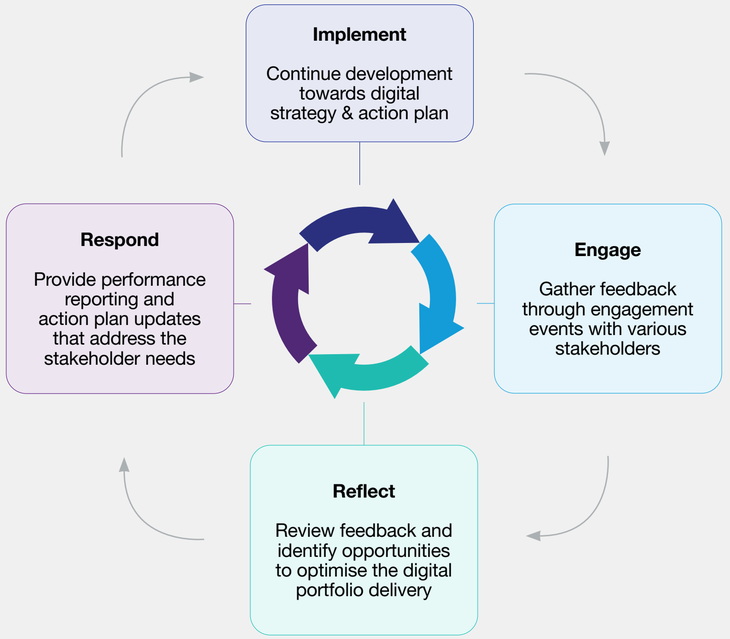
In practice, this includes selecting representative groups where appropriate. Businesses and households that use electricity are grouped within the consumer persona. We then identify a representative consumer group and use targeted listening sessions, webinars and surveys to gather structured input at scale.

4.2.3. Development & iteration

Stakeholder engagement is intertwined with delivery through a structured development and iteration cycle. The outcome for stakeholders is that feedback is gathered continuously and visibly shapes how NGET delivers the digital portfolio across the period.

The engagement cycle operates through four stages, as illustrated in Figure 5 below.

Figure 5: Cyclical development and iteration methodology



The continuous loop between engagement and delivery will encourage stakeholder-informed decisions that can lead to optimising the delivery of the RIIO-T3 digital roadmap for greater consumer and stakeholder benefit. This approach will enable stakeholder input to shape how digital initiatives are delivered, while maintaining alignment with Ofgem Final Determinations.

4.2.4. Feedback integration

Stakeholder feedback is captured throughout the engagement cycle and reviewed through a structured assessment process. Feedback may relate to regulatory change, industry standards, customer experience, data quality, cyber and resilience expectations, or emerging system needs. Stakeholder insight will inform optimisation within the approved portfolio, including delivery sequencing, feature focus and how we package and present digital products and data, while the approved scope of the Ofgem Final Determinations will limit any re-opening or re-scoping of the investment envelope.

Our approach to feedback integration:

- Identify the affected parts of the digitalisation plan and any dependencies
- Define the actions required to address the feedback and the expected stakeholder value
- Assess the impact within the approved portfolio and agree the appropriate optimisation response, which may include:
    - Refining digital product features or data outputs,
    - Improving accessibility, transparency or usability of services,
    - Adjusting phasing or sequencing where flexibility exists.

To ensure transparency and accountability, the DSAP will be used to report material feedback themes, including any outcomes and reasoning, to ensure stakeholders are heard and that our decisions are justified.

Governance, Assurance, & Risk

5.1 Governance structure

Our governance arrangements for the digital portfolio align to NGET's established RIIO delivery model, maintaining clear accountability, effective controls and transparent decision-making. They are designed to keep delivery aligned to NGET's RIIO-T3 commitments, manage interdependencies and trade-offs across the IT and Digital portfolio, and maintain compliance with Ofgem requirements, including Data Best Practice (DBP). Independent challenge from the Independent Stakeholder Group provides additional assurance that stakeholder priorities are appropriately reflected in delivery decisions and transparency commitments.

Key elements include:

- **Board and Executive oversight:** ultimate accountability for delivery sits with NGET leadership, with performance, delivery confidence and material risks reviewed through established governance channels and escalated where required.
- **Portfolio governance (IT and Digital):** a single integrated view of the portfolio is maintained to manage sequencing, dependencies, cost, benefits realisation and operational impacts across digitalisation and enabling IT foundations.
- **Programme and product governance:** each digital investment is delivered through accountable programme leadership and multi-disciplinary product teams, with standard stage gates, delivery controls, and clear ownership of outcomes and benefits.
- **Data governance and assurance (DBP-aligned):** our Data Mesh operating model includes domain ownership and data product accountability, supported by Federated Computational Governance, where each team controls their own data and rules while adhering to shared standards and checks. Data is governed through data contracts and a catalogue to support interoperability, controlled access, and DBP compliance.
    - Data product prioritisation is managed via a Data Guild (including Data Product Managers, Data Enablement and portfolio teams), ensuring consistent prioritisation and transparent decisions on what is built and when.
    - Data triage and release decisions apply structured controls for PII (Personally Identifiable Information), CNI (Critical National Infrastructure), commercially sensitive and third-party restricted data.
- **Assurance model:** we apply a structured assurance approach informed by a top-down and bottom-up risk assessment, with assurance activities mapped to delivery commitments and reviewed through senior challenge, making this approach consistent with the "three lines of defence" model.

Escalation and issue management is embedded across all layers. Risks or issues above appetite, material delivery variance, cyber incidents, or compliance exceptions are escalated through portfolio governance to Executive decision-making, with Board visibility where required.

5.2 Risk management plan

We manage digitalisation delivery risk through an integrated approach, with clear ownership, consistent assessment and active mitigation planning across programmes.

Core components include:

1. **Identification and assessment:** risks are captured at initiative, programme and portfolio levels, and assessed based on likelihood and impact (including safety, operational resilience, customer impact, cost and schedule).
2. **Ownership and mitigation:** each material risk has a named owner and a mitigation plan, with actions tracked and reviewed routinely through delivery governance.
3. **Monitoring and reporting:** delivery risks will be reviewed with every DSAP update cycle, consolidated at the portfolio level, and escalated where necessary. Risk and issue visibility will be improved through an accessible DSAP reporting view.
4. **Assurance integration:** risk reviews drive targeted assurance activity (for example, security testing, architecture reviews, data quality controls, supplier assurance and benefits tracking).

5.2.1. Key risks and mitigation plan

Table 3: Summary of key digital risks and mitigatory measures

Theme	Potential risk	Potential impact	Mitigatory measures
Ambition A: Deliver the grid of tomorrow, today			
Timely delivery	Supply chain constraints, delivery delays, and inability to deploy solutions at the pace required to support wider delivery outcomes	Delayed benefits realisation, increased costs, inability to meet delivery milestones, reduced confidence from stakeholders	Apply agile delivery methods with staged releases, maintain integrated delivery plans and dependencies, use advanced progress tracking and risk controls, improve resource forecasting accuracy, and prioritise delivery-critical components
Ambition B: Do the right thing for consumers, communities, and the environment			
Technological advancements	Obsolescence of chosen technologies or failure to maintain relevance with vendor roadmaps and rapid innovation cycles	Increased technical debt, security vulnerabilities, reduced competitiveness, and additional change costs	Maintain technology roadmaps and architecture standards, conduct regular review cycles, adopt modular and interoperable designs, collaborate with technology partners and research bodies, and maintain training to keep skills current
Programme integration and dependencies	Failure to manage interdependencies between digital products, data platforms, and enterprise systems (including sequencing risk)	Fragmented delivery, duplicate cost, delayed benefits, operational disruption at go-live	Maintain portfolio-level dependency mapping, enforce integration standards and architecture governance, apply stage gates for readiness, and maintain cross-programme design authority and change control
Third-party and vendor resilience	Over-reliance on key vendors or service providers (including cloud/SaaS availability and licensing exposure)	Service outages, cost escalation, vendor lock-in, reduced flexibility to respond to change	Implement resilient vendor strategies (including exit planning), contract and Service Level Agreement (SLA) governance, regular supplier assurance, contingency and disaster recovery testing, and commercial controls for licensing and scalability

5.2.1. Key risks and mitigation plan (continued)

Table 3: Summary of key digital risks and mitigatory measures (continued)

Theme	Potential risk	Potential impact	Mitigatory measures
Ambition B: Do the right thing for consumers, communities, and the environment (continued)			
Stakeholder engagement	Ineffective articulation of stakeholder needs, or insufficient transparency on delivery status and how to access outputs	Misaligned priorities, inefficient investment, reduced adoption and satisfaction, reputational impacts	Maintain regular engagement cycles, use structured feedback tools, demonstrate “you said, we did”, and maintain clear status reporting and accessible stakeholder communications
Accessibility and digital inclusion	Digital channels and tools not accessible or inclusive for all stakeholders (including digitally excluded groups)	Build accessibility into design standards, provide alternative channels and assisted support routes, test with representative users, and maintain inclusive	Build accessibility into design standards, provide alternative channels and assisted support routes, test with representative users, and maintain inclusive communications and engagement methods
Ambition C: Transform the way we work			
AI safety	Operational errors and bias from AI-enabled tooling, including incorrect assumptions and failure to adapt to unforeseen situations	Operational disruptions, reduced stakeholder trust, and potential legal or compliance issues	Implement rigorous testing and validation protocols, continuous monitoring and regular reviews, defined human oversight and approval points, and regular AI safety updates and controls
Data security	Cybersecurity breaches and unauthorised access to digital systems and sensitive data (including IT/OT interfaces)	Data loss, service disruption, financial loss, reputational damage, and regulatory consequences	Maintain cyber risk assessments and preventative/corrective policies, enhance controls (encryption, MFA, privileged access management), conduct regular audits and penetration testing, maintain incident response plans, and deliver ongoing cybersecurity training

5.2.1. Key risks and mitigation plan (continued)

Table 3: Summary of key digital risks and mitigatory measures (continued)

Theme	Potential risk	Potential impact	Mitigatory measures
Ambition C: Transform the way we work (continued)			
Data quality	Poor data quality reducing the effectiveness and accuracy of digital tools and data products	Misrepresentative insights, ineffective decision-making, operational inefficiencies, increased costs, reduced trust, and DBP non-compliance	Implement robust data governance and assurance, establish clear data ownership and accountability, automate data quality monitoring and remediation, conduct regular audits and cleansing, and embed DBP-aligned standards in delivery
Outdated digital regulations and policy	Misalignment with evolving regulatory expectations, industry standards, or data sharing requirements	Delays in adoption and deployment, increased compliance risk, rework, missed opportunities for innovation and stakeholder benefit	Maintain proactive regulatory horizon scanning, embed compliance-by-design into delivery, establish collaborative forums with regulators/ industry, and maintain controlled change management for policy-driven updates
Talent attraction and retention	Inability to recruit or retain required digital, data, cyber and product delivery skills	Skills gaps, reduced delivery pace, lower productivity, increased costs, and delivery risk from inadequate resourcing	Maintain continuous learning and development programmes, strengthen career pathways and progression, implement targeted capability building (data, cyber, product), utilise workforce planning insights, and maintain competitive attraction/retention measures
Adoption and change management	Low user adoption, inconsistent ways of working, or change fatigue across operational teams and delivery partners	Benefits not realised, workarounds, reduced data quality, increased operational risk	Implement structured change management, role-based training and communications, clear process ownership, local champions and super-users, and adoption monitoring with targeted interventions

Appendix

Appendix A: Embedding Data Best Practice (DBP)

High-quality, well-governed data is foundational to delivering our RIIO-T3 digital ambitions and to maintaining stakeholder trust. Data Best Practice (DBP) is a licence obligation, but it is also a practical enabler for whole-system collaboration, transparent decision-making and effective use of advanced analytics and AI. We will continue to assess our approach against Ofgem's DBP guidance and wider sector recommendations, and we intend to further strengthen our compliance as the Data Sharing Infrastructure evolves.

Building on our RIIO-T2 Data Strategy, including the adoption of a domain-led operating model and federated governance, we are investing in improved data governance, processes and tooling to make data ownership explicit, definitions consistent, and data products reliable and reusable. This includes sustaining a single, governed enterprise information model; standardising data contracts and associated metadata; and requiring publication of data products into a discoverable marketplace with clear supporting information so users can interpret, access and apply data confidently.

The table below summarises how our planned approach aligns to Ofgem's guiding principles. In summary, our focus is on: clear accountabilities for data assets; common terminology and industry-aligned metadata; consistent publication and discoverability; active management of user needs and feedback; prioritised data quality improvement; interoperability through standard definitions and structures; robust security, privacy and resilience controls; defined arrangements for data lifecycle, access and retention; and a presumption of openness with transparent, auditable restrictions where required.

Table 4: Summary of alignment with Ofgem's Data Best Practice Guidance Principles

Ofgem DBP guidance principle	How will NGET achieve this in T3
1. Identify the roles of stakeholders of Data Assets	The investment in improved data governance, processes and tooling will provide mechanisms and tooling to assign, track, and report those roles against governed data concepts and characteristics, making ownership coverage and gaps visible and manageable.
2. Use common terms within Data Assets, Metadata and supporting inform	Building on the enterprise information model established in T2, the investment in improved data governance, processes and tooling will maintain a single, governed set of business data definitions and relationships, with controls that require delivery teams to reuse approved definitions rather than creating local alternatives.
3. Describe data accurately using industry standard Metadata	Building on the existing data contract approach, the investment in improved data governance, processes and tooling will continue the use of a standard data contract and ensure it meets required metadata standards as those requirements evolve, with data products accompanied by an industry-understood semantic description to support consistent interpretation and exchange.
4. Enable Data Users to understand Data Apporting information	Data products are required to be published in the Marketplace with supporting information as standard, including the data contract, definitions from the information model, and an RDF (Resource Description Framework)/ontology representation, reducing reliance on informal explanation.
5. Make Data Assets discoverable for potential Data Users	The investment in improved data governance, processes and tooling will support consistent publication of data products into the marketplace with metadata derived from the information model, the data contract, providing a predictable mechanism for discovery.
6. Learn and deliver to the needs of current and prospective Data Users	The investment in improved data governance, processes and tooling will provide a single governed intake and tracking process for data requests and user requirements, with data products subject to feedback so demand and user input are visible.

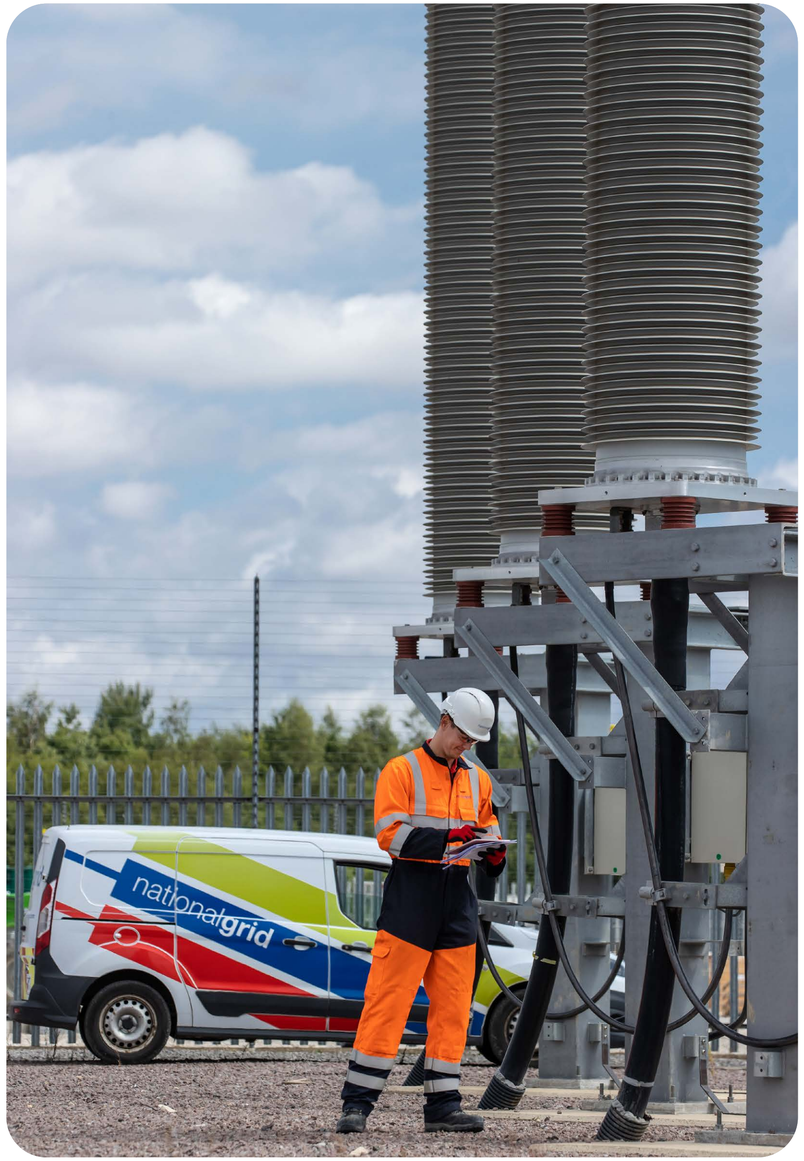


Table 5: Summary of alignment with Ofgem's Data Best Practice Guidance Principles (Continued)

Ofgem DBP guidance principle	How will NGET achieve this in T3
7. Prioritise data quality maintenance and improvement by Data User needs	Building on early coordination activity, the investment in data quality will introduce enterprise data quality assessment aligned to the information model, with issues logged, owned, and managed based on their impact on data use.
8. Ensure Data Assets are interoperable with other devices	Building on the enterprise information model established in T2, the investment in improved data governance, processes and tooling will maintain a consistent set of agreed data definitions and structures, applied through standard data contracts, to support interoperability with external data and digital services.
9. Protect Data Assets and systems in line with Security, Privacy and Resilience best practice	Building on the enterprise information model established in T2, the investment in improved data governance, processes and tooling will maintain a consistent set of agreed data definitions and structures, applied through standard data contracts, to support interoperability with external data and digital services.
10. Store, archive and provide access in ways that ensure sustained benefits	Data products will be stored using open, widely supported standards that keep costs low and performance high. This approach avoids reliance on proprietary systems and ensures data remains accessible, reliable, and reusable over time, helping it deliver long-term business value.
11. Treat Data Assets, Metadata and processing scripts as Presumed Open	Building on existing data triage and classification approaches, the investment in improved data governance, processes and tooling will apply a presumption of openness by default, with data classified, licensed, and recorded through governance processes so that restrictions are explicit, justified, and auditable rather than implicit.