



# 2023 DIGITAL STRATEGY



# FOREWORD

Electricity distribution networks have a key role to play in delivering net zero as part of the future energy system. We recognise that strong digital capabilities are important in helping us play our part in this system; this means being smarter in how we access, use and analyse data and align our organisation for a digital world.

After finalising our stakeholder led five-year RII0-ED2 business plan with the energy regulator Ofgem, we are now clear on the outputs we are funded to deliver over the coming period to power communities to net zero whilst ensuring efficiency and affordability for all.

Our business plan has been shaped by those who matter most; you – our customers and people we work with. We have engaged over 25,000 stakeholders, seeking their views on every aspect of our plans and proposals. This has also supported the 2023 update of our Digital Strategy and we are committed to continuing the conversation, so our digital investments best serve the specific needs of all customers across all the different relationships we manage, from household customers all the way to Local Authorities.

Our Digital Strategy shares what products and services all our different customer types can expect in the short and longer term, how to share your opinion, and how to work with us.



**Andrew Roper**  
Distribution System Operations Director,  
SSEN Distribution

We will continue to develop our capabilities in line with this strategy and expect this to continue to evolve over time. Where we identify new opportunities to introduce new investments, we will signpost these through our strategy with a list of future candidate projects.

This strategy sits alongside our Digital Action Plan, which we update every 6 months and gives you the detail on when we will deliver our products and services and how we will be measured on their performance.

Our investment in digital is critical to supporting our customers both today and in the future and we look forward to continuing this journey with you.

# EXECUTIVE SUMMARY



We power communities to thrive today and create a net zero tomorrow.

Our aim is to support the communities we serve, beyond keeping the lights on, and work collaboratively with those communities to reach their net zero carbon goals. Our Digital Strategy describes how we will achieve this whilst also developing the functions of a Distribution System Operator to help the transition to net zero. It also provides direction of how we and the industry will get there, but we are only part of the answer. We need your feedback to further shape and improve it.

## 1 SSEN IN THE DIGITAL WORLD

We explain who we are, the customers we serve and the services we provide. We share our view of the future energy industry, the journey to net zero and the role digital plays in that journey

## 2 ENGAGING OUR CUSTOMERS AND PARTNERS

We summarise how we've engaged with you – our customers, communities, suppliers, and partners; what you've told us you need and how we are making it easy for you to interact with us

## 3 HOW TO FIND THE INFORMATION MOST IMPORTANT TO YOU IN OUR DIGITAL STRATEGY

We explain where our Digital Strategy fits in with other business plans, and show you where the information most important to you can be found in this strategy

## 4 WHAT OUR DIGITAL STRATEGY DELIVERS FOR YOU

For each type of customer and partner, we describe the digital products and services we will provide and how we want to work with you to make them as valuable as possible

## 5 INTERNAL INVESTMENTS WE ARE MAKING IN OUR BUSINESS

We share information on the investments we are making in our own business to help deliver the best products and services we can to each of our stakeholders

## 6 OUR DIGITAL JOURNEY SO FAR

We explain our Digital Action Plan and how it can be used by you to track our progress as we deliver our Digital Strategy

## 7 HOW YOU CAN GET INVOLVED

Most importantly, we explain how you can shape our Digital Strategy and Action Plan moving forwards

## 8 APPENDIX

We explain how our Digital Strategy and Action Plan are aligned to Ofgem's best practice guidance

# HOW TO FIND THE INFORMATION MOST IMPORTANT FOR YOU

We have designed our Strategy so you can quickly find the information most relevant to you...



**HOUSEHOLD OR SMALL BUSINESS EXPERIENCING A POWER CUT**

Page **21**



**HOUSEHOLD OR SMALL BUSINESS WANTING TO CONNECT TO OUR NETWORK**

Page **22**



**CUSTOMER WHO NEEDS EXTRA SUPPORT**

Page **23**



**BUSINESS WHO HAS A LARGE SCALE CONNECTION REQUEST**

Page **24**



**FLEXIBILITY PROVIDERS**

Page **25**



**DATA PARTNER OR BUSINESSES THAT CAN SUPPORT OUR INNOVATION PROJECTS**

Page **26**



**CURRENT OR POTENTIAL FUTURE SUPPLY CHAIN PARTNER**

Page **27**



**LOCAL AUTHORITY, COMMUNITY GROUP OR OTHER RELATED PARTY**

Page **28**



**LOCAL AND NATIONAL POLICY MAKERS**

Page **29**



# SSEN IN THE DIGITAL WORLD



# WHAT DOES SSEN DO TODAY

Through our two licensed electricity distribution network areas, Scottish Hydro Electric Power Distribution (SHEPD) and Southern Electric Power Distribution (SEPD), we deliver power to over 3.8m homes and businesses.

- Our *core purpose* is to power communities to thrive today and create a net zero tomorrow. We have a responsibility to supply customers with safe and reliable power, allowing them to focus on the things that matter most, while we work hard to build a smarter, flexible, greener network that's fit for the future.
- Our *vision* is to power change with every connection. We need to make each and every connection that we have count and make it better; whether that's the connection we have with our customers and those we work with, our connections with each other and our teams, or connecting innovative low carbon technologies to take us to net zero.
- Our purpose and vision will be delivered through four clear priorities: **delivering a safe, resilient and responsive network**, **providing a valued and trusted service for customers and communities**, **accelerating progress towards a net zero world** and **making a positive impact on society**.

## Delivering for customers and communities

At SSEN, we play an active and positive role in the communities we serve and look to provide a service to our customers that meets their changing needs and preferences.

- Providing a leading social media and online customer service offering, providing contact through our website, Facebook, Whatsapp, Twitter, and the PowerTrack app
- The creation of a Resilient Communities Fund has provided £4.7m to 680 not-for-profit community groups and charities since 2015

### Key facts

- **Over 837,000 households are registered for free extra help via our Priority Services Register**
- **1.1m people used our PowerTrack app in 2022**
- **Over 250,000 incoming messages on social media platforms**
- **1.6m website views in 2022**
- **90% - Our online customer satisfaction score**

## A leading role in a leading group

SSEN is part of SSE, a UK-listed company that operates across the energy sector and its activities and investments contribute around £9bn to the UK economy every year. We are Fair Tax Mark and Living Wage accredited, showing our commitment to pay the right level of tax at the right time and to ensure fair pay through our supply chain.

SSE has set out four business goals to achieve by 2030, aligned to the UN's Sustainable Development Goals (SDGs), designed to drive faster decarbonisation across the next decade.

### SHEPD (NORTH OF SCOTLAND)

**788,261**  
Homes and businesses

**49,471KM**  
of overhead and underground/  
sub-sea cables

### SEPD (CENTRAL SOUTHERN ENGLAND)

**3,127,424**  
Homes and businesses

**78,703KM**  
of overhead lines and  
underground cables

 <p><b>Cut carbon intensity by 80%</b></p>	 <p><b>Increase renewable energy output fivefold</b></p>	 <p><b>Enable low-carbon generation and demand</b></p>	 <p><b>Champion a fair and just energy transition</b></p>
Reduce Scope 1 carbon intensity by 80% by 2030, compared to 2017-18 levels to 61gCO <sub>2</sub> e/kWh	Build a renewable energy portfolio that generates at least 50TWh of renewable electricity a year by 2030	Enable at least 20GW of renewable generation and facilitate around 2 million EVs and 1 million heat pumps on SSEN's electricity networks by 2030	Be a global leader for the just transition to net zero, with a guarantee of fair work and commitment to paying fair tax and sharing economic value

# THE ENERGY SYSTEM NEEDS TO CHANGE TO DELIVER NET ZERO CARBON

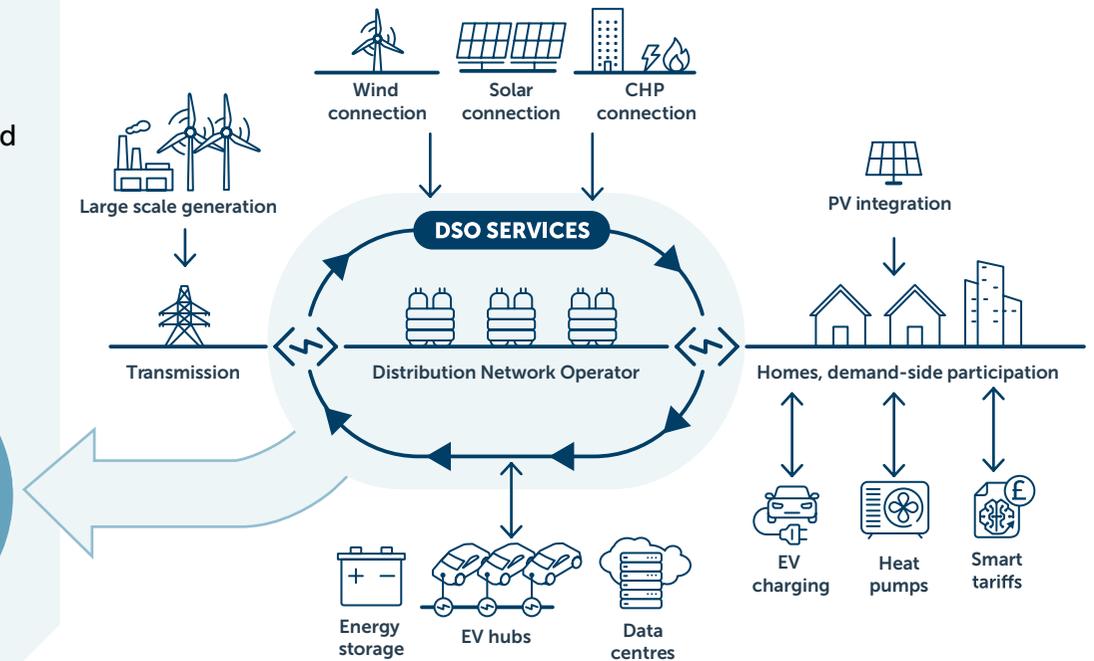
## The future energy system

If the UK is to deliver its net zero emissions target by 2050 (or by 2045 for those in Scotland), the energy industry needs to fundamentally change to allow transport and heat to decarbonise.

For this transition to be successful it requires:

- Greater **use of flexible energy resources**, across electricity, heat and transport
- A clear understanding of **the value flexible resources can provide** at any one time; and
- Greater **real time co-ordination in energy system operation** to ensure that flexible resources can be 'optimised' across the energy system as a whole.

These services will be provided by Distribution Network Operators taking on new roles called Distribution System Operators (DSO). This means we are focussed on three areas:



## Our role in the future energy system is driven by Digital and Data

The move to a flexible, decentralised energy system would not be possible without making our systems and processes more digital and improving our ability to use and share data.



- To share data with you, we are creating an Open Data portal, available from October 2023
- We're working with our industry partners to ensure the Open Data portal meets the requirements outlined by Ofgem
- This portal will help our customers and people we work with in different ways, from helping make better investment decisions or enabling new business models, to helping others provide new services to our customers
- To ensure our portal has the right data our stakeholders want, to a quality they want, we are improving how we think about and handle data within our business

# TO BE SUCCESSFUL IN THIS NEW ENERGY SYSTEM, SSEN NEEDS TO BECOME A MORE DIGITAL AND DATA-DRIVEN BUSINESS

## Why do we need to become more Digital?

The future energy system will work differently to the one we know now:



- 1 Growth:** Much more electricity will flow through the electricity networks because heating, cooking and transport, which used to rely on fossil fuels such as gas, petrol and diesel, are now using electricity. This means the electricity network needs to be bigger and more reliable than it is today and we need to plan this growth in a coordinated way that is affordable.
- 2 Flexibility:** Electricity network companies will provide new services to customers. Where households & businesses can produce their own renewable electricity or change their usage, we will use this flexibility to help develop the network in an affordable way. However, it does make keeping the lights on more complicated so we need to develop new tools to help us.
- 3 Collaboration:** Many different parties such as electricity network companies, regulators, government departments, transport operators and other private companies will need to work together to plan how we build a net zero world. To do this well, we have to share information and be able to work together in an easy way.
- 4 Data & AI:** Much more, and much better data is needed, much of it available in real-time, to allow electricity network companies to make better, faster decisions about how to run the network, and for their customers to make better, faster decisions about when and how to change the way they use and generate electricity.

## How do we become more Digital?

This means all electricity network companies, like SSEN, need to:



### A PARTNERS AND PEERS



Work together with a wide range of organisations to deliver the energy transition. This means we need to develop new partnerships and share data with others.

We need to understand the value our data can create for other parties, and to understand how others can help us be more efficient in how we operate day to day.

### B CUSTOMER EXPERIENCE



Put the customer at the heart of everything we do so we can serve customers who have more complex needs and do this better than in the past.

We need to understand what our customers want and make it easier to get information from us in a way that is easy to understand.

### C PLATFORMS AND DATA



Make sure our IT systems and processes are up to date and ready to deal with the future energy system. They need to be able to receive, process, analyse and share much bigger volumes of data and do so much faster. We need to make it easy for our employees to use these systems so they can make the best decisions to deliver net zero and keep our contribution to energy bills low.

### D PEOPLE AND WAYS OF WORKING



Change how we organise our business and how we work to deal with a bigger and more complicated network and customers' needs.

We need to build up new digital skills whilst also making best use of all the experts we already have in our business. We need to be able to attract and retain the best talent to help us deliver our vision.

# BEING MORE DIGITAL AND DATA-DRIVEN WILL ALLOW US TO MEET OUR STRATEGIC COMMITMENTS TO YOU

<b>A PARTNERS AND PEERS</b> 	<b>B CUSTOMER EXPERIENCE</b> 	<b>C PLATFORMS AND DATA</b> 	<b>D PEOPLE AND WAYS OF WORKING</b> 
<p><b>1 Business Model</b> We are becoming a more open, collaborative and flexible business that can cope with constant change</p> <p><b>2 Ecosystem</b> We want to be a business that thrives on working together via partnerships and easy communication, to solve the big problems as well as the individual customer challenges, and help the journey to Net Zero</p>	<p><b>3 Customer</b> Understanding what our customers and people we work with want and need helps to deliver a better experience more effectively</p> <p><b>4 Proposition</b> We will create products and services that meet your needs and deliver them in a way that is easy to find and easy to use</p> <p><b>5 Channel</b> Enabling you to talk to us, and us to give you updates in easy and convenient ways on the channel that you prefer</p>	<p><b>6 IT Architecture</b> Improving our IT to make it easier to work with us and help us become more efficient</p> <p><b>7 Insight</b> Be able to understand and process large volumes of data and turn it into insight we can share with you or use to make better decisions</p> <p><b>8 Process</b> We will reduce “paper based” processes to make them faster, better and cheaper so it’s easier to work with us</p>	<p><b>9 Organisation and Talent</b> Building new digital skills, sourcing great talent from all potential sources and organising ourselves to deliver change quickly</p> <p><b>10 Culture</b> Becoming more focused on our customer, and more collaborative</p> <p><b>11 Method</b> Learning the best ways to work together internally in our business and externally with others</p> <p><b>12 Risk and Resilience</b> As climate change impacts grow and cyber threats become more complex, we will be resilient to known threats and continuously respond to new risks</p>

 <p><b>A trusted and valued service to customers and communities</b></p>	 <p><b>A safe and resilient network for our customers and communities</b></p>	 <p><b>A smart, flexible and sustainable energy system (Net Zero)</b></p>	 <p><b>Positive impact on society</b></p>
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2

ENGAGING OUR CUSTOMERS AND PARTNERS

# WE WANT TO UNDERSTAND YOUR NEEDS AND HOW WE CAN BEST MEET THEM

## WHAT WE'VE DONE SO FAR



- When we created our 5 year "RIIO-ED2" Plan, we met with our stakeholders at 150 events. This input helped shape what we will deliver over the next 5 years
- We held two events on digital, one focused on digital experts, the other on a wider group of stakeholders and this input helped prioritise where investment in digital is most valuable to our stakeholders

## OUR MOST RECENT EVENT



To inform this latest version of our Digital Strategy and Action Plan, we held an online Webinar with a wide range of stakeholders including parties who represent digitally excluded stakeholders

- We had over 140 people join and share their views
- We discussed our approach and the ambition for our Digital Strategy and Action Plan. Stakeholders gave their opinions on which products and services are most important, when they would like to see different products and services and how they would measure whether we've done a good job
- Engagement was high and valuable feedback regarding topics such as data partnerships, connections, flexible services and supply chain partnerships were shared
- We used this insight to inform our stakeholders' needs, align our proposed investments and refine the timings of digital services to the expectations of our stakeholders

## BROADER EVENTS



- In addition to digital focused workshops, we engaged 1,836 stakeholders across 14 events to identify their top priorities for our ED2 Digital Investment Plan
- These engagements brought further insight around our stakeholders' priorities, the top 3 of which were:
  - Data privacy
  - Partnerships and data sharing
- Using digital to support the running of a Distribution System Operator and net zero transition
- We have conducted research with a third party to inform the right tone and communication style of our external communications

## FUTURE EVENTS



To ensure that we continue to focus and prioritise our work around the needs of our stakeholders, we will:

- Engage with stakeholders around our Digital Strategy and Action Plan every 6 months
- Use follow up surveys to continue to adapt our digital services based on stakeholders needs



15

ENGAGEMENT EVENTS



57

INSIGHTS



2000+

STAKEHOLDERS ENGAGED

# WHAT OUR CUSTOMERS WANT FROM US

- As electricity becomes more essential for heating and transport networks to achieve Net Zero Carbon, we need to deliver a new set of services for new customers who want to connect to and use the electricity network in new and different ways
- Every network customer has different needs and priorities, but often we can group these so we can design our services in a way that meets the largest set of needs

- We have summarised our understanding of what different customers want and need from our stakeholder engagement into "segments." We describe in slide 18 how we have used these segments to develop our strategy

WHICH SEGMENT ARE YOU PART OF?	WHAT DO YOU NEED?	WHAT DOES THAT LOOK LIKE?	WHICH SEGMENT ARE YOU PART OF?	WHAT DO YOU NEED?	WHAT DOES THAT LOOK LIKE?
 <p><b>HOUSEHOLD OR SMALL BUSINESS EXPERIENCING A POWER CUT</b></p>	<p>Restore my power and answer my questions as quickly as possible</p>	<ul style="list-style-type: none"> <li>■ Provide a reliable service with few or no power cuts</li> <li>■ When things do go wrong give you convenient, easy to use services in your contact channel of choice (e.g. website, app)</li> <li>■ Timely, accurate and simple, clear updates</li> <li>■ Tailored support to address specific needs</li> </ul>	 <p><b>BUSINESS WHO HAS A LARGE SCALE CONNECTION REQUEST</b></p>	<p>Connect my new development to the grid</p>	<ul style="list-style-type: none"> <li>■ Understand the potential of opportunities in flexibility services and sustainability</li> <li>■ Tailored services to meet specific needs</li> <li>■ Timely information to reduce business disruption</li> <li>■ Easy on-boarding and optimisation of assets</li> </ul>
 <p><b>HOUSEHOLD OR SMALL BUSINESS WHO WANTS TO CONNECT TO THE NETWORK</b></p>	<p>Help me connect to the network quickly and affordably</p>	<ul style="list-style-type: none"> <li>■ Information &amp; support to help quickly and easily answer your questions</li> <li>■ Help you to understand Connection options, including how flexibility may help you save money or benefit more from your connection</li> <li>■ Give you accurate information on costs, timeframes and what we need from you</li> </ul>	 <p><b>FLEX PROVIDERS</b></p>	<p>Make it easy to register my asset so I can get paid</p>	<ul style="list-style-type: none"> <li>■ Clear and easy-to-access information about all the opportunities you have to be paid for your flexibility assets (e.g. heat pump, battery) in all markets</li> <li>■ Simple tools and processes to register and contract with us for providing flexibility</li> <li>■ Clear communication and process when delivering flexibility and receiving payment</li> </ul>
 <p><b>CUSTOMER WHO NEEDS EXTRA SUPPORT</b></p>	<p>Recognise my specific needs and look after me if a power cut happens</p>	<ul style="list-style-type: none"> <li>■ Few or no power cuts, and provide you with backup power solutions where required</li> <li>■ Affordable electricity and fuel poverty support</li> <li>■ Clear and easy to understand support</li> <li>■ Extra support for those customers who need special assistance, or for their carers or family</li> <li>■ Ensure customers who do not have digital access can find information about and use our products and services</li> </ul>			

# WHAT THOSE WHO WORK WITH US WANT FROM US

- As we develop our network for a net zero world, we are working more with a wide variety of people and organisations to plan our investments in ways that are coordinated and efficient. We work with gas networks, water utilities, local authorities and a wide range of other groups to develop our plans
- We also need to use new technology, develop insight from our data and that of other stakeholders, and explore different ways of working to make our business more efficient

- To do all this requires us to work in partnership with a wide range of organisations who each have different needs and provide different opportunities by working with us
- We have summarised our understanding of what different partners and organisations want and need from our stakeholder engagement into “segments.” We describe in slide 18 how we have used these segments to develop our strategy

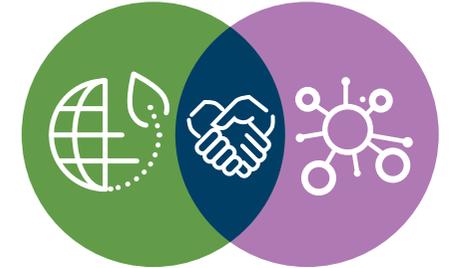
WHICH SEGMENT ARE YOU PART OF?	WHAT DO YOU NEED?	WHAT DOES THAT LOOK LIKE?	WHICH SEGMENT ARE YOU PART OF?	WHAT DO YOU NEED?	WHAT DOES THAT LOOK LIKE?
 <p><b>DATA PARTNERS AND INNOVATORS</b></p>	<p>Share information to work together effectively</p>	<ul style="list-style-type: none"> <li>■ Easy access to SSEN’s network data and future network development plans</li> <li>■ Easy to work together and share data to explore opportunities for innovation and new business models</li> <li>■ Guidance is provided on how to understand and best use SSEN’s data</li> <li>■ A clear framework for how to work together to develop new intellectual property that can benefit all parties</li> </ul>	 <p><b>LOCAL AUTHORITIES AND COMMUNITIES</b></p>	<p>Collaborate to plan the future together</p>	<ul style="list-style-type: none"> <li>■ Working with communities, Local Authorities and others to understand and help develop net zero plans and inform specific investments</li> <li>■ Providing tools and information to help develop Local Area Energy Plans</li> <li>■ Providing expertise and tools that help identify “whole system” energy solutions across home, business, heat and transport systems</li> </ul>
 <p><b>SUPPLY CHAIN PARTNERS</b></p>	<p>Make sharing information easy and simple so we can work together effectively</p>	<ul style="list-style-type: none"> <li>■ Providing support to adapt and comply with sustainability requirements</li> <li>■ Creating efficiencies by increasing visibility of our programmes of work, engaging suppliers earlier, allocating work more efficiently to our supply chain, and grouping projects where it benefits us both</li> <li>■ Helping you to innovate so you can create new ways to deliver value to consumers</li> </ul>	 <p><b>LOCAL AND NATIONAL POLICY MAKERS</b></p>	<p>Provide relevant and timely data to support central strategic planning</p>	<ul style="list-style-type: none"> <li>■ Modernise the regulatory reporting process to make it more ‘real time’ and provide easier access to information</li> <li>■ Easy access to regional information to help with whole system strategic planning</li> <li>■ Adapting shared data and related services to reflect changes in policy and regulations</li> </ul>

# WE CAN'T DELIVER NET ZERO ON OUR OWN – WE WANT TO LEARN FROM AND WORK WITH EXPERTS IN DIFFERENT AREAS

## It's a team game and we need a range of partners to work with us to meet our digital objectives

Organisations who are experts in data and digital [such as analytics experts and data governance specialists] can help us provide better quality products and services for our customers. We want to work together in the following ways, and are also interested in ideas for new ways to:

1. Create new services for our customers using our own and others' data, through our Open Data portal
2. Innovate with the data we have, so that we can find new ways of using it in our business
3. Partner with us to deliver services to our customers that might be a new and innovative business model for you as a partner



## How we are already partnering with organisations to try things out

<b>We want to...</b>	Help stakeholders access better quality data	Play our role in operating an efficient energy operation, and improve access to new markets and support development of new services	Help council planners locate energy assets on our network (Regional Energy System Optimisation Planning)	Gain better insight from our data and extract value to deliver to our customers
<b>We are partnering with...</b>	<b>Ice Breaker 1</b> (Non-profit organisation dedicated to opening up data sources to achieve net zero goals)	<b>Department for Energy Security and Net-Zero</b> (UK government department)	<b>Dundee City Council, Oxford City Council and Oxfordshire County Council</b>	<b>Microsoft</b> (Technology Corporation)
<b>Which will allow us to...</b>	Adopt industry data best practice and align with the <u>'trust'</u> framework	Efficiently exchange and share data with other parties in the energy system through a "Digital Spine," which is an industry-wide way of sharing data	Bring together data from multiple sources into a single tool that can be used to plan the roll out of low carbon technologies (LCTs) in cost effective locations	Make use of smart, efficient, and robust data platforms and insights. Using the Microsoft Azure Platform allows us to efficiently store and handle large volumes of data

# WE WILL IMPROVE THE WAY WE PARTNER WITH 3<sup>RD</sup> PARTIES IN THE FUTURE

## We are making it easier to partner with us

We are improving our processes to make collaborating with us as easy as possible. Some examples of this are:

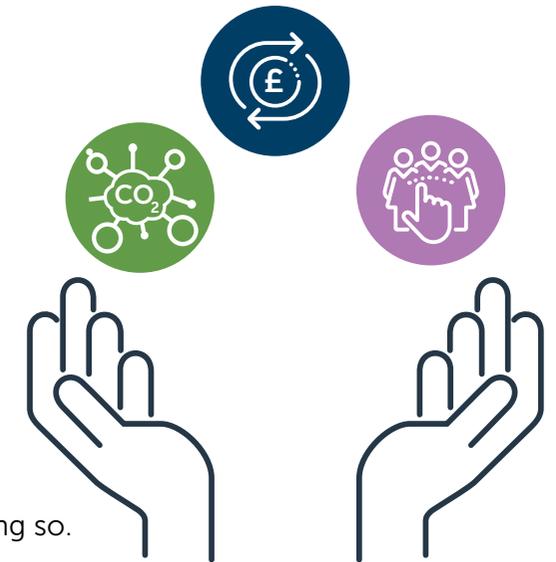
- Having simpler legal processes and structured partnership frameworks to make sure you get an easy, fast and consistent experience when working with us
- Making it easier to share our data with partners and receive their data by building an 'Open data' portal

## We ensure our partnerships are sustainable and deliver value for customers

We are actively thinking about how we can make our partnerships more efficient and valuable partnerships to everyone but we need to consider the impact of how we invest in data. We are particularly focussed on ensuring we understand the following as part of any digital partnership:

-  Carbon impact of using technology to hold, process and share data
-  Cost to customer through technology costs incurred by the network operator
-  Benefits of digitalisation to specific stakeholder groups, wide society, and the economy

Demand for data sharing is high, so we need to find a way to balance these 3 areas in order to successfully deliver our 4 strategic objectives. We will continue to evaluate where data sharing is most valuable and how we can create efficiencies in doing so.



## What we need from you...



- 1** Your data needs – in order for us to provide the right data in a usable format for you, it's important you share with us what data you want and how you want it shared.
- 2** Share your data with us – making data sharing a two-way relationship allows us to work together to find optimal opportunities and solutions
- 3** Tell us the type of insights that you want from our data so you can use the information effectively



# HOW TO FIND THE INFORMATION MOST IMPORTANT TO YOU IN OUR DIGITAL STRATEGY

3

# OUR DIGITAL STRATEGY DOES NOT STAND ALONE, IT ALIGNS WITH OTHER PLANS AND STRATEGIES WE HAVE



Our ED2 business plan has been agreed with our regulators Ofgem and commits us to deliver our 4 key goals:



A trusted and valued service to customers and communities



A safe and resilient network for our customers and communities



A smart, flexible and sustainable energy system (Net Zero)



Positive impact on society



We have explained how we will deliver our strategic objectives in separate strategies each providing extra detail and explaining what you can expect:



You can track our progress and outputs against the commitments we have made in our action plans:



Digital Action Plan



DSO Action Plan



Environmental Action Plan

# WE'VE USED YOUR NEEDS TO BRING OUR STRATEGY TO LIFE, AND TO HELP YOU NAVIGATE AROUND THIS DOCUMENT

1

**WHAT OUR CUSTOMERS WANT FROM US**

• In the future we will be serving a broader set of customers and stakeholders than we have in the past. This is because the electrification of homes, businesses, heating and transport networks to achieve Net Zero, brings opportunities for more people and different types of organisation to connect to the electricity network, and to use it in more, more convenient ways than before.

• For each stakeholder group, we've defined what each of your needs and priorities are. We have summarised this information in what we call "personas".

• We describe in slide 10 how we have used these "personas" to describe our strategy.

WHO ARE YOU?	WHAT DO YOU NEED?	WHAT DOES THAT LOOK LIKE?	WHO ARE YOU?	WHAT DO YOU NEED?	WHAT DOES THAT LOOK LIKE?
<b>HOUSEHOLD SMALL BUSINESSES - FAULTS</b>	Restore my power and prevent my equipment as quickly as possible	<ul style="list-style-type: none"> <li>Provide a reliable and affordable service</li> <li>Convenient and easy digital services on your channel of choice</li> <li>Timely, accurate updates</li> <li>Tailored support to address specific needs</li> <li>Tailored support for customers with extra support needs or cases</li> </ul>	<b>LARGE CONNECTIONS</b>	Contract my new equipment to the grid	<ul style="list-style-type: none"> <li>Understand the potential of opportunities</li> <li>Flexibility services and sustainability</li> <li>Tailored services to meet specific needs</li> <li>Timely information to reduce business disruption</li> <li>Easy onboarding and operation of assets</li> </ul>
<b>HOUSEHOLD SMALL BUSINESSES - SMALL CONNECTIONS</b>	Help me connect to the network quickly and affordably	<ul style="list-style-type: none"> <li>Ability to self serve connections questions and applications</li> <li>Quick resolution to network queries or issues</li> <li>Help to understand my options to connect, including how flexibility may help me manage better or at lower cost</li> </ul>	<b>REX PROVIDERS</b>	I want to be paid for the flexibility services my assets can provide	<ul style="list-style-type: none"> <li>Clear and easy to access information on all the opportunities to be paid for my flexibility from all possible markets</li> <li>Simple tools and processes to register and contract for providing flexibility</li> <li>Clear communication and proven action delivery, flexibility and recovery payment</li> </ul>
<b>CUSTOMERS WHO NEED MORE HELP</b>	Recognise my specific needs and look after me if an incident occurs	<ul style="list-style-type: none"> <li>Highly reliable network services and back to help where my need</li> <li>Accessible and easy to understand support</li> <li>Affordable electricity and power support</li> <li>Outdated support for customers in vulnerable situations or cases or badly advised on behalf</li> </ul>			

2

**BUSINESSES WHO HAVE LARGE SCALE CONNECTION REQUESTS**

**CUSTOMERS WHO NEED EXTRA SUPPORT**

**HOUSEHOLDS OR SMALL BUSINESSES EXPERIENCING A POWER CUT**

**Customer Segment: Household and Small Business experiencing a power cut**

**What you've asked us:**

- Recognise my power and answer my questions as quickly as possible

**Internal investments we are making:**

- Improving the systems that manage customer data
- Making it possible for customers to use their channel of choice
- Getting more data from our network to help us give more accurate updates to you

**How you've asked us to deliver your needs:**

- Provide a reliable service with few or no power cuts
- When things do go wrong give you convenient, easy to use services in your contact channel of choice (e.g. website, app)
- Timely, accurate and simple, clear updates
- Tailored support to address specific needs

**The products and services we plan to deliver...**

**Our early focus**

- We will message you about power cuts so you don't need to contact us. We will do this on your preferred channel and let you know how it will take to get the power back on using our "Smart Connected" line to restore power.
- Improve visibility of where our engineers are and when they will arrive to fix the issue, making use of improved understanding of network issues and where our engineers are working.
- We will use digital channels to connect you with people to support you during power cuts. This will be made possible by improvements in our customer management systems.

**Our plans longer term**

- We will offer more communication channels and more information about your needs so we can improve our service.
- We will predict where network issues will happen and fix them before you know about them. This will be based on our "Fault Forecasting" capability that will draw on better monitoring of the network and its usage, weather, insight about past faults and many other inputs.
- We are working to make our network not just more resilient and secure to operate, but also more intelligent and able to change. This requires investment in our network assets and control systems.

**What we need from you:**

- Continue to give us feedback on your experience and how we could make this better for you
- Register your channel preferences
- Let us know if you have any specific needs so we can tailor our service to you

3

**HOW TO FIND THE INFORMATION MOST IMPORTANT FOR YOU**

We have designed our Strategy so you can quickly find the information most relevant to you...

<b>HOUSEHOLD OR SMALL BUSINESS</b> Page 21	<b>HOUSEHOLD OR SMALL BUSINESS WANTING TO CONNECT TO OUR NETWORK</b> Page 22	<b>CUSTOMER WHO NEEDS EXTRA SUPPORT</b> Page 23
<b>BUSINESS WHO HAS A LARGE SCALE CONNECTION REQUEST</b> Page 24	<b>FLEXIBILITY PROVIDERS</b> Page 25	<b>DATA PARTNER OR BUSINESSES THAT CAN SUPPORT OUR INNOVATION PROJECTS</b> Page 26
<b>CURRENT OR POTENTIAL FUTURE SUPPLY CHAIN PARTNER</b> Page 27	<b>LOCAL AUTHORITY, COMMUNITY GROUP OR OTHER RELATED PARTY</b> Page 28	<b>LOCAL AND NATIONAL POLICY MAKERS</b> Page 29

We have written down 9 "segments" that summarise the different needs each group of stakeholder may have



For each segment we have developed a tailored view of the Digital Strategy that explains:

1. What each customer group needs from us
2. How we will meet those needs through our digital products and services today and in the longer term
3. What we need to do inside our business before we can provide those products and services
4. What we need from you to help us improve our products and services



## READER INSTRUCTIONS

This means you only need to read the parts of the strategy that are relevant to you.

Using our navigation tool in the following slide you can quickly find the information most important to you



# HOW TO FIND THE INFORMATION MOST IMPORTANT FOR YOU

We have designed our Strategy so you can quickly find the information most relevant to you...



**HOUSEHOLD OR SMALL BUSINESS EXPERIENCING A POWER CUT**

Page **21**



**HOUSEHOLD OR SMALL BUSINESS WANTING TO CONNECT TO OUR NETWORK**

Page **22**



**CUSTOMER WHO NEEDS EXTRA SUPPORT**

Page **23**



**BUSINESS WHO HAS A LARGE SCALE CONNECTION REQUEST**

Page **24**



**FLEXIBILITY PROVIDERS**

Page **25**



**DATA PARTNER OR BUSINESSES THAT CAN SUPPORT OUR INNOVATION PROJECTS**

Page **26**



**CURRENT OR POTENTIAL FUTURE SUPPLY CHAIN PARTNER**

Page **27**



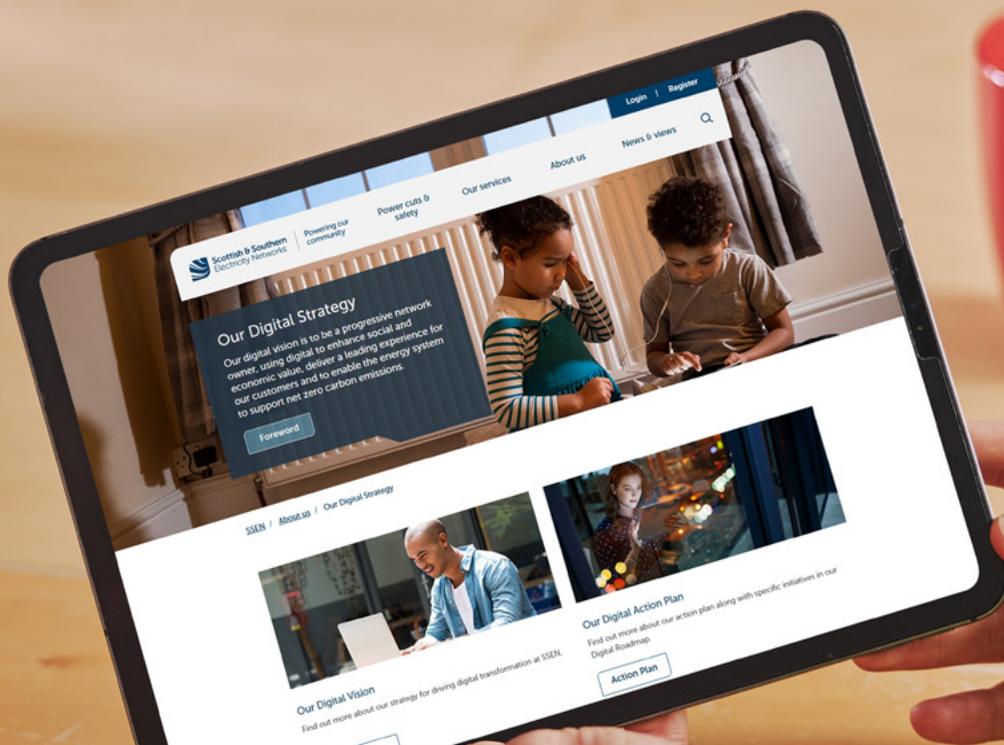
**LOCAL AUTHORITY, COMMUNITY GROUP OR OTHER RELATED PARTY**

Page **28**



**LOCAL AND NATIONAL POLICY MAKERS**

Page **29**



# WHAT OUR DIGITAL STRATEGY DELIVERS FOR YOU

4

# HOUSEHOLDS OR SMALL BUSINESSES EXPERIENCING A POWER CUT



**Customer Segment:**  
Household or Small Business experiencing a power cut



**What you've asked of us:**

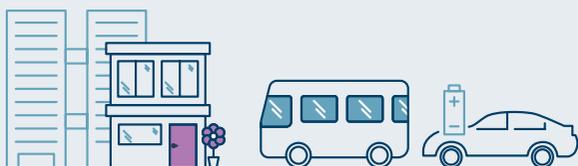


*Restore my power and answer my questions as quickly as possible*



**Internal investments we are making:**

- Improving the systems that manage customer data
- Making it possible for customers to use their channel of choice
- Getting more data from our network to help us give more accurate updates to you



**How you've asked us to deliver your needs:**

- Provide a reliable service with few or no power cuts
- When things do go wrong give you convenient, easy to use services in your contact channel of choice (e.g. website, app)
- Timely, accurate and simple, clear updates
- Tailored support to address specific needs



**The products and services we plan to deliver...**

**Our early focus**



1. We will message you about power cuts so you don't need to contact us. We will do this on your preferred channel and tell you how long it will take to get the power back on using our "Smart Estimated Time to Restore" model
2. Improve visibility of where our engineers are and when they will arrive to fix the issue, making use of improved understanding of network issues and where our engineers are working
3. We will use digital channels to connect you with people to support you during power cuts. This will be made possible by improvements in customer management systems

**Our plans longer term**



1. We will offer more communication channels and have more information about your needs so we can improve our services
2. We will predict where network issues will happen and fix them before you know about them. This will be based on our "Fault Forecasting" capability that will draw on better monitoring of the network and its usage, weather, insight about past faults and many other inputs
3. We are investing to make our network net zero ready, more intelligent and resilient to climate change. This requires investment in our network assets and control systems

**What we need from you:**

- Continue to give us feedback on your experience and how we could make this better for you
- Register your channel preferences
- Let us know if you have any specific needs so we can tailor our service to you



# HOUSEHOLD OR SMALL BUSINESS WHO WANTS TO CONNECT TO THE NETWORK

## Customer Segment: Household or small business who wants to connect to the network

### What you've asked of us:

*Help me connect to the network quickly and affordably*

### Internal investments we are making:

- Improving the systems that manage customer data
- Delivering a user-friendly customer portal
- Making it possible for customers to use their channel of choice
- Getting more data from our network to help us give more accurate updates to you
- Building automation to make our processes faster and more reliable
- Using video and artificial intelligence to make it easy for you to show us your connection point

### How you've asked us to deliver your needs:

- Information & support to help quickly and easily answer your questions
- Help you to understand Connection options, including how flexibility may help you save money or benefit more from your connection
- Give you accurate information on costs, timeframes and what we need from you



### The products and services we plan to deliver...

#### Our early focus

1. Making it quick and easy to get a connection quote online and then pay for and book installation appointments. This will be made possible as a result of improvements in customer management systems already underway
2. Providing accurate estimates for speed of connection, supported by a great customer experience via our website.
3. Providing options on how to speed up connection timeframes and how customers could earn money from flexibility.
4. Improve visibility of where our engineers are and when they will arrive to install your connection, making use of improved understanding of network issues and where our engineers are working



#### Our plans longer term

1. All connecting customers (whether simple or more complex) have a quick and easy process for creating designs, receiving quotes, making payments and scheduling appointments
2. Make it easy to interact with our connections experts, so that all the information is known to our teams and you can get answers to questions solved quickly
3. A greater range of products and solutions that work together to make it easier and faster to connect to a wide range of low carbon technologies



### What we need from you:

- Give us feedback on your connections experience and how we could make this better for you
- Give us as much information as you can when you apply for a connection so we can process it faster
- Give us more detail about your assets so we can help you make the most of flexibility opportunities



# CUSTOMERS WHO NEED EXTRA SUPPORT

## Customer Segment: Customers who need extra support



### What you've asked of us:



*Recognise my specific needs and look after me if a power cut happens*



### Internal investments we are making:

- Investing in our customer management systems to be able to have a single view of all customers that need extra support
- Making it possible for customers to use their channel of choice (including non-digital channels for those without digital access)
- Working with others to agree common language, data and priorities across gas, water and other electric companies.

### How you've asked us to deliver your needs:

- Few or no power cuts, and provide you with back up power solutions where required
- Affordable network costs and fuel poverty support
- Clear and easy to understand support
- Extra support for those customers who need special assistance, or for their carers or family
- Ensure customers who do not have digital access can find information about and use our products and services



### The products and services we plan to deliver...

#### Our early focus

1. Updates every 2-4 hours in your preferred channel when a power cut or other issue happens, using our "Smart Estimated Time to Restore" model
2. Understanding and knowledge of your specific needs and details of your carers (if you tell us). This will be made possible as a result of improvements in our customer management systems
3. Make it easy for you to link with our partner support organisations e.g. related to fuel poverty
4. Work with gas, water and other electric companies to maintain one common up to date list of people who require extra support ("The Priority Services Register")
5. Tailored plan for what you need to do in emergency situations e.g. backup power solutions during a power cut



#### Our plans longer term

1. Extra support services become more tailored to your specific needs
2. Dedicated support to help you take advantage of 'net zero' opportunities
3. Ever more accurate and up-to-date knowledge of who needs extra support and what their needs are, including those people not yet registered



### What we need from you:

- Continue to give us feedback on your experience and how we could make this better for you
- Register your channel preferences
- Register your specific needs so we know how to provide extra help



# BUSINESSES WHO HAVE LARGE SCALE CONNECTION REQUESTS



**Customer Segment:**  
Businesses who have large scale connection requests



**What you've asked of us:**



*Connect my new development to the grid*



**Internal investments we are making:**

- Improving the systems that manage customer data and track project progress
- Making it possible for customers to use their channel of choice, using digital channels where valuable but still providing options to speak with us over the phone
- Improving the tools we have to forecast how our network will change over time so we can give you the best connection solution

**How you've asked us to deliver your needs:**

- Provide information in an easy to access way that helps to make your new connection quick and affordable
- Provide you with quick access to experts who can answer your questions
- Help you explore different connection options, including the benefits of flexibility services



**The products and services we plan to deliver...**

**Our early focus**



1. Work together with you and share data to develop a connections design quickly, and make it easy to get a connections quote
2. Provide more detail for you earlier in the quotation process based on standardised options
3. Providing accurate estimates for speed of connection, supported by a great customer experience via our website, or via your channel of choice
4. Provide options on how to speed up connection timeframes and how you could earn or save money from flexibility options
5. Provide you with easy access to the information you need at the right time at all points in the connection process

**Our plans longer term**



1. All connecting customers will have an easy process for sharing designs, receiving quotes, making payments and scheduling appointments
2. Make it easy for you to interact with our connections team, so that all the information is known to our teams and you can get answers to questions quickly
3. You can use a variety of channels to manage the wayleave, permit and consenting process, and track progress of your projects
4. Make it easy to explore connection design and access options together by exchanging information and working on shared platforms

**What we need from you:**

- Continue to give us feedback on your connections experience and how we could make this better for you
- Give us as much information as you can when you apply for a connection so we can process it faster, such as whether your project is on track
- Give us more detail about your assets so we can help you make the most of flexibility opportunities
- Help us work together to innovate on ideas that might speed up the process, for example, co-locating generation and demand



# FLEXIBILITY PROVIDERS

## Customer Segment: Flexibility Providers



### What you've asked of us:



*Make it easy to register my asset so I can get paid*



### Internal investments we are making:

- Increasing our Low Voltage (LV) network monitoring where it is beneficial to do so
- Using smart metering and data analytics to better our network visibility and deliver insight to our customers
- Digitising our network data and improving our connectivity records
- Building the ability to collaborate with other network operators to develop flexibility markets

### How you've asked us to deliver your needs:

- Clear and easy-to-access information about all the opportunities you have to be paid for your flexibility assets (e.g. heat pump, battery) in all markets
- Simple tools and processes to register and contract with us for providing flexibility
- Clear communication and process when delivering flexibility and receiving payment



### The products and services we plan to deliver...

#### Our early focus

1. Providing more information about where flexibility services are wanted today and in the future and what the potential revenue may be, making use of our improved resource forecasting model and better understanding of network performance.
2. Defining an easy and quick process for new and existing flexible resources to register assets for flexibility services with SSEN and all other industry platforms.
3. Providing tools that forecast the use and benefits from flexibility services under different circumstances and across different products
4. Establishing common standards for data sharing to allow interaction with any other network operators nationally.
5. Use the "Digital Spine," which is an industry-wide way to share data, if and when it becomes available



#### Our plans longer term

1. Provide greater range of products and locations where flexibility services would be most useful
2. Automatically register Consumer Energy Resource (CER) on national platforms to provide the largest opportunity to provide flexibility services. This will be made possible as a result of improvements in customer management systems already underway.
3. Increase the use of flexibility and share valuable data with flexibility providers, made possible by our improved data reporting capability
4. Provide more real time automated dispatch of flexibility services using standards and data that are common with all network operators



### What we need from you:

- Give us feedback on your experience and how we could make this better
- Tell us what further information you need to plan your investments
- Register all your flexible assets, both existing and planned
- Let us know how to best access the data you want to share with us



# DATA PARTNERS AND INNOVATORS

## Customer Segment: Data Partners and Innovators

### What you've asked of us:



*Share information to work together effectively*



### Internal investments we are making:

- Adopting Data Best Practice
- Defining a framework for Data Partnerships
- Enhancing our Data Governance and Data Quality
- Improving how data moves between our systems
- Implementing our open data portal and ensuring the data is in a usable format

### How you've asked us to deliver your needs:

- Easy access to SSEN's network data and future network development plans
- Easy to work together and share data to explore opportunities for innovation and new business models
- Guidance is provided on how to understand and best use SSEN's data
- There is a clear framework for how to work together to develop new intellectual property that can benefit all parties



### The products and services we plan to deliver...

#### Our early focus



1. Establish data-sharing partnerships with organisations who want to innovate
2. Digital maps of our network are available to our partners through more data assets such as low voltage monitors and smart meters
3. Simple and fast services to request data from our business that adhere to data best practice
4. Improve understanding of our supply chain carbon footprint, by exchanging relevant data with our suppliers in order to provide more accurate environmental reporting

#### Our plans longer term



1. Standardised contracts and agreements that make it faster to on-board new data partners who can work together with existing partners
2. Work with stakeholders to find new ways to use data we make available
3. More open data sets available to support partner innovation, incorporating new ways of using the data into planned products, services and network capabilities
4. Notification of new data sets and plans to relevant parties
5. Help external parties understand our internal systems and data, so it's easier to work together and easier for other parties to propose valuable solutions

### What we need from you:

- Continue to give us feedback on your experience and how we could make this better for you
- Let us know which data sets would be of most value to you
- Tell us the type of insights that you want from our data so you can use the information effectively
- Use our data in new, innovative ways and tell us what you find!
- Help us shape our future partnership model



# SUPPLY CHAIN PARTNERS

## Customer Segment: Supply chain partners



### What you've asked of us:



*Make sharing information between us easy and simple so we can work together effectively*



### Internal investments we are making:

- Adopting Data Best Practice
- Defining a framework for Partnerships
- Enhancing our Data Governance and Data Quality
- Improving how data moves between our systems
- Implementing our supply chain portal

### How you've asked us to deliver your needs:

- SSEN provide support to adapt and comply with sustainability requirements
- We create efficiencies by increasing visibility of our programmes of work, engaging suppliers earlier, allocating work more efficiently to our supply chain, and grouping projects where it benefits us both
- Help you to innovate so you can create new ways to deliver value to consumers



### The products and services we plan to deliver...

#### Our early focus

1. Improve your access to procurement events using digital platforms
2. Commercial management tool to make it easier for both large and small supply chain partners to work with us
3. Easy way for you to receive work orders and share progress updates through our Work Management System
4. Simple ways for you to share reports with us, including Carbon Footprint data and safety information
5. Engaging with you earlier by using our fault forecasting tools, so we can jointly respond in the best way
6. Give you access to digital maps of our network so you can work safely around our assets



#### Our plans longer term

1. Standardised contracts and agreements that make it faster to on-board supply chain partners
2. Supplier portal for collaboration around planning, design and communication with SSEN
3. Give access to our systems including Work Management Systems and Electric Office to see our records, and our digital catalogue "iBuy" to order materials and tools



### What we need from you:

- Continue to give us feedback on your experience and how we could make this better for you
- Share your Carbon Footprint data to help understand and accelerate progress on our journey to Net Zero
- Learn how you can best work with us through our online learning sessions, where we can discuss each other's expectations and effective ways of data sharing



# LOCAL AUTHORITIES, COMMUNITY GROUPS AND OTHER RELATED PARTIES

## Customer Segment: Local Authorities, community groups and other related parties

### What you've asked of us:



*Collaborate to plan the future together in your local area*



### Internal investments we are making:

- Increasing our LV network monitoring where it is beneficial to do so
- Using smart metering data and analytics to improve our visibility of the network and deliver insight to our customers
- Making our network data digital and improving our connectivity records
- Tools to optimise our investments for assets and flexibility that work with others in the market, increasing our interoperability
- Developing flexibility market platforms
- Building digital skills through apprenticeships and T-levels

### How you've asked us to deliver your needs:

- Work with communities, Local Authorities and others to understand and help develop net zero plans and inform specific investments
- Provide tools and information to help develop Local Area Energy Plans
- Provide expertise and tools that help identify "whole system" energy solutions across home, business, heat and transport systems



### The products and services we plan to deliver...

#### Our early focus

1. Provide detailed forecasts for where the growth in low carbon technologies will be in the local community, based on our better understanding of network usage, and present them in easy-to-use ways
2. Provide access to information about capacity updates and network investments that SSEN will undertake in the local area, through better reporting tools and data-sharing portals, which will include layers such as vegetation management
3. Provide a simple method for Local Authorities and others involved in Local Area Energy Planning to share strategic plans and develop different scenarios with us alongside Distribution Future Energy Scenarios (DFES) so we can plan the future network together in the most effective way
4. Initiatives such as Regional Energy System Optimisation Planning [RESOP] project to work together with local authorities and other stakeholders to identify the impact of their plans on the energy networks



#### Our plans longer term

1. Create local energy markets to support communities' transition to net zero
2. SSEN will share ever more detailed information and insight across different organisations to support 'whole system' planning in the local area
3. Work with Local Authorities and communities on live and future infrastructure plans to deliver the most efficient 'whole system' solutions in our journey to net zero



### What we need from you:

- Give us feedback on your experience and how we could make this better
- Let us know which data sets would be of most value
- Reach out if you are developing a local area energy plan and tell us the specific people we need to engage with so we can work together effectively



# LOCAL AND NATIONAL POLICY MAKERS

## Customer Segment: Local and National Policy Makers

### What you've asked of us:

*Provide relevant and timely data to support central strategic planning*

### Internal investments we are making:

- Making our network data digital and improving our connectivity records for use by others
- Enhancing our Data Governance and Data Quality
- Improving how data moves between our systems
- Implementing our Open Data portal to make access to our data easier
- Investing in our people and ways of working so we work more efficiently. e.g. how we recruit top talent, how we build digital skills and how we deliver change

### How you've asked us to deliver your needs:

- Modernise the regulatory reporting process to make it more 'real time' and provide easier access to information
- Easy access to regional information to help with whole system strategic planning
- Adapt shared data and related services to reflect changes in policy and regulations



### The products and services we plan to deliver...

#### Our early focus

1. Provide detailed forecasts for where the growth in low carbon technologies are across the whole network, based on our better understanding of network usage, and present them in easy-to-use ways
2. Provide easy access to information about both historic and planned network upgrades, using better reporting tools and our data sharing portals
3. Improve our Data Governance and Data Quality so we can share and update data when we need to, and be ready to adapt to industry changes



#### Our plans longer term

1. Develop detailed forecasts about how energy use will change over time, make them available and update them regularly using our improved "load model"
2. Continue to improve presentation and accuracy of network plans and growth forecasts including making them available in real time
3. Increased working and collaboration with Local and National policy makers to develop efficient network development strategies and plans across homes, businesses, heat and transport needs



### What we need from you:

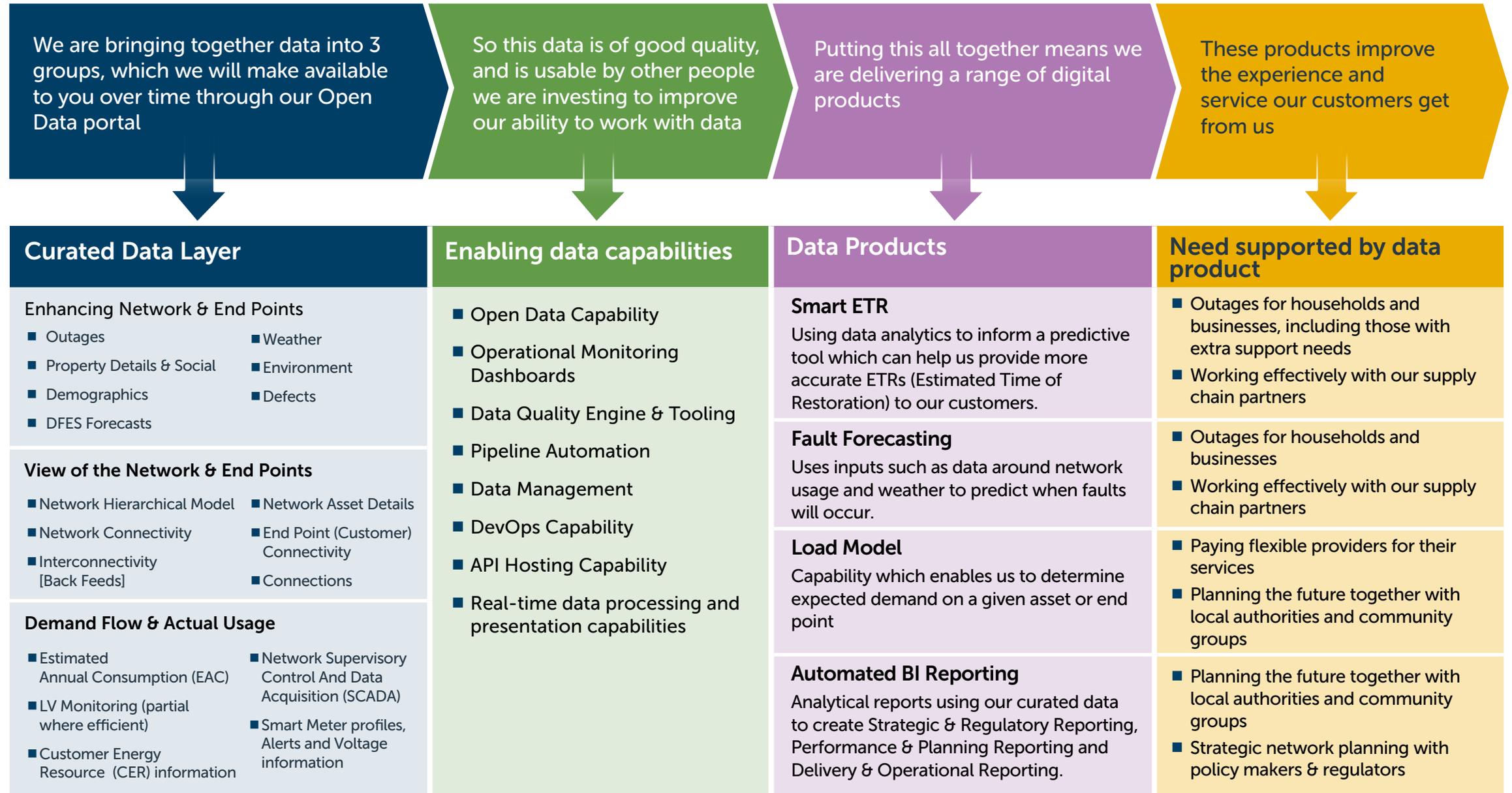
- Continue to give us feedback on your experience and how we could make this better for you
- Communicate regularly on the types and frequency of information you would find useful for us to share



# SUMMARISING WHAT OUR STRATEGY MEANS FOR OUR CUSTOMERS AND PARTNERS

Segment	What you need from us	How we will make that happen	Internal investments needed	What we need from you
 Households or small businesses experiencing a power cut	<ul style="list-style-type: none"> <li>Support during power cuts</li> </ul>	<ul style="list-style-type: none"> <li>Make it easy and simple to speak to us</li> <li>Give you proactive information</li> </ul>	<ul style="list-style-type: none"> <li>Improving customer management systems</li> <li>Better network data</li> </ul>	<ul style="list-style-type: none"> <li>Continual feedback on how we can improve things</li> </ul>
 Households or small businesses looking to connect to our network	<ul style="list-style-type: none"> <li>Fast, cheap, and simple ways to connect to our network</li> </ul>	<ul style="list-style-type: none"> <li>Information and support to answer your questions and explain options</li> <li>Automation of processes</li> </ul>	<ul style="list-style-type: none"> <li>Improving customer management systems</li> <li>Better network data</li> </ul>	<ul style="list-style-type: none"> <li>Feedback on your experience</li> <li>Information about your assets to help you with flexibility opportunities</li> </ul>
 Customers who need extra support	<ul style="list-style-type: none"> <li>Understanding of your specific needs in an emergency</li> <li>Additional relevant support</li> </ul>	<ul style="list-style-type: none"> <li>Clear and easy info and support</li> <li>Links to partner organisations</li> <li>Backup power solutions where relevant</li> </ul>	<ul style="list-style-type: none"> <li>Improving customer management systems</li> </ul>	<ul style="list-style-type: none"> <li>Register your channel preferences</li> <li>Register your specific needs</li> </ul>
 Businesses who have large scale connection requests	<ul style="list-style-type: none"> <li>Connect my new asset or development to the grid</li> </ul>	<ul style="list-style-type: none"> <li>Quicker connection designs</li> <li>Faster and more informative quotation</li> <li>More channels to talk to us in</li> </ul>	<ul style="list-style-type: none"> <li>Improving customer management systems</li> <li>Better network forecasting tools</li> </ul>	<ul style="list-style-type: none"> <li>Accurate information about your assets and project goals</li> </ul>
 Flexibility Provider	<ul style="list-style-type: none"> <li>Easy to register my asset so I can get paid</li> </ul>	<ul style="list-style-type: none"> <li>Insight about where flex is needed</li> <li>Quick and easy process to register</li> <li>Common standards for data</li> </ul>	<ul style="list-style-type: none"> <li>Increased network monitoring</li> <li>Digital records of our network</li> <li>Better network forecasting tools</li> </ul>	<ul style="list-style-type: none"> <li>Which data sets are valuable to you and why</li> </ul>
 Data Partners and Innovators	<ul style="list-style-type: none"> <li>Share information to work together effectively</li> </ul>	<ul style="list-style-type: none"> <li>Easy access to network data and future network development plans</li> <li>Clear partnership frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Better data quality and data governance</li> <li>Implementing our open data portal</li> </ul>	<ul style="list-style-type: none"> <li>Which data sets, in which format, are valuable to you and why</li> <li>Use our data in innovative ways and share your findings with us</li> </ul>
 Supply Chain Partners	<ul style="list-style-type: none"> <li>Make it easy to work with you</li> </ul>	<ul style="list-style-type: none"> <li>Better access to procurement events</li> <li>Tools to make it easier to receive work and update us on progress</li> </ul>	<ul style="list-style-type: none"> <li>Supplier portal</li> <li>Data governance and pipelines</li> </ul>	<ul style="list-style-type: none"> <li>Share your carbon footprint data</li> <li>Attend learning sessions to find how we can best work together</li> </ul>
 Local Authorities, community groups and other related parties	<ul style="list-style-type: none"> <li>Collaborate to plan the future together in your local areas</li> </ul>	<ul style="list-style-type: none"> <li>Better network growth models</li> <li>Information about capacity and network investments</li> <li>Tools to make it easy to share plans with us</li> </ul>	<ul style="list-style-type: none"> <li>Increased network monitoring</li> <li>Digital records of our network</li> <li>Tools to make better investment decisions</li> </ul>	<ul style="list-style-type: none"> <li>Share information with us so we can plan together</li> </ul>
 Local and National Policy Makers	<ul style="list-style-type: none"> <li>Data to support central strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>Better network growth models</li> <li>Information about network upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Digital records of our network</li> <li>Better data quality and data governance</li> <li>Investing in our people &amp; talent</li> </ul>	<ul style="list-style-type: none"> <li>Tell us the types and frequency of information it would be valuable to share</li> </ul>

# HOW DATA INVESTMENTS SUPPORT THE NEEDS OF OUR CUSTOMERS AND PARTNERS





5

## INTERNAL INVESTMENTS WE ARE MAKING IN OUR BUSINESS

# THE INVESTMENTS WE ARE MAKING IN OUR BUSINESS TO DELIVER OUR DIGITAL STRATEGY

## A PARTNERS AND PEERS



- We are learning about and partnering with organisations we've never worked with before
- Becoming a business that thrives on working together with others via partnerships and alliances, made simpler by partnership frameworks
- Facilitate "open data," data-sharing culture and ways of working with external organisations by having the right tools, controls, and partnerships

## B CUSTOMER EXPERIENCE



- Building the capability to continuously talk to you as customers and the people we work with about your needs, priorities, challenges – and be able to act on what you tell us
- Improved customer management systems and customer portals that make it easier to talk to us in your channel of choice
- Building the right tools and channels to give or receive information quickly and easily
- Investing in video technology and artificial intelligence to make it easy for you to show us things, like your connection point

## C PLATFORMS AND DATA



- Increased monitoring of our network
- Make sure we always align with data best practice – such as governance, security, privacy, standards, infrastructure and quality
- Continue to mature and improve our technology and data foundations including refreshing of core systems, software and data sets and developing digital representations of our network
- Improve our data integration and management to create better data products that support more advanced products and services for our customers and partners
- Develop platforms to support local flexibility markets

## D PEOPLE AND WAYS OF WORKING



- Evolving how as a business we work well in the digital world
- Changing the way we attract top talent with the right skills for the future through T-levels and apprenticeships, being an integral part of the community
- Improving the way we deliver change to make it faster and cheaper



Be an integral and valued part of the community around us



Deliver excellent, consistent experience whatever your needs



Be open and easy to work with, be safe and reliable and efficient



Be set up for the future, support our people and be an attractive place to work



6

# OUR DIGITAL JOURNEY SO FAR

# INTRODUCING OUR DIGITAL ACTION PLAN



## WHAT IS OUR DIGITAL ACTION PLAN?

- Our Action Plan shares the progress we are making in carrying out commitments in our Digital Strategy
- You can view updates on activities we have completed, and activities we plan to do in the future



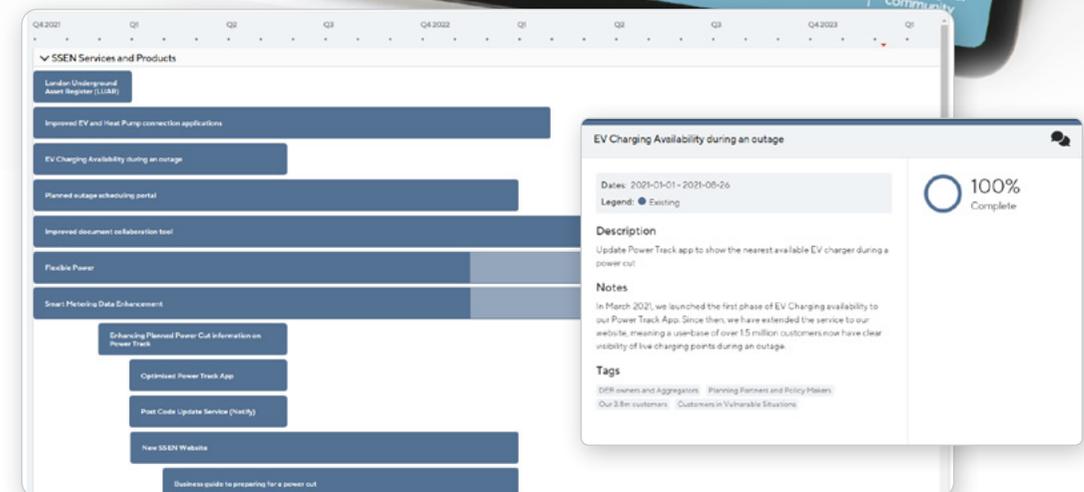
## HOW DOES THE ACTION PLAN GET UPDATED?

- The Action Plan is updated every 6 months. You can find the most recent publication by clicking the picture on the right
- On our website, you can also find our interactive Digital Roadmap, where you can access more information on each initiative



## WHEN WILL THE ACTION PLAN NEXT BE UPDATED?

- Our next Action Plan will be published by the 30th June 2023
- We use the feedback you give us to continually adapt our plans, in line with your needs and priorities



[Interactive Roadmap](#)





7

# HOW YOU CAN GET INVOLVED

# HOW YOU CAN HELP MEASURE OUR SUCCESS

<p><b>How we are measuring success internally</b></p>	<p>Accountability for delivery of our strategy and action plan sits at Director level and our internal governance ensures we have clear measures of success that are regularly reviewed.</p> <p>Our Digital Strategy investments are supported by a benefits case and success criteria that ensure we deliver our Digital Strategy in a cost efficient, and timely way. We will fully evaluate the success of this Digital Strategy in line with Digital Strategy and Action Plan Guidance Supporting Information from Ofgem.</p>	
<p><b>Your role in measuring the success of our digital strategy</b></p>	<p>We also want to provide a clear method for our customers and people we work with to evaluate our success. To enable this we have defined success measures that will be evaluated by our Customer Engagement Group on an annual basis; to submit your feedback on this Digital Strategy please go to this page: <a href="http://www.ssen.co.uk/DigitalFeedback/">www.ssen.co.uk/DigitalFeedback/</a></p> <p>We will measure the success of our Digital Strategy in the following ways:</p>	
<p><b>1.</b></p>	<p><b>We demonstrate a genuine understanding of our customers' and partners' needs</b>, that we derive through regular engagement. We will demonstrate our success by sharing our understanding of our customers' and partners' needs in each Digital Strategy and Action Plan update and the steps we have taken to validate our understanding e.g. our Digital Webinar held on the 22nd February 2023.</p>	
<p><b>2.</b></p>	<p><b>Our existing products and services are valued by those that use them.</b> We will agree and share a set of meaningful success measures for each product and service, in line with Digital Strategy and Action Plan Guidance Supporting Information from Ofgem. and for our longer term strategic intentions. Stakeholder feedback will provide the means to evaluate our progress.</p>	
<p><b>3.</b></p>	<p><b>We deliver our Action Plan of products and services for our customers and partners</b> through a collaborative and customer led design approach. Building in feedback about our products and services and delivering to our planned dates we can ensure we will continue to make progress.</p>	
<p><b>4.</b></p>	<p><b>We demonstrate a bold, and leading ambition within our strategy and for our products and services.</b> We will do this through the use of benchmarks and feedback from our Customer Engagement Group and other external groups and by engaging with the leading experts in digitalisation and product development relevant for our business.</p>	
<p><b>5.</b></p>	<p><b>We realise the longer term value of digitalisation for us and the wider ecosystem.</b> By delivering our Digital Strategy we deliver improvements in efficiency, and enable a faster journey to Net Zero. We have now agreed with Ofgem the outputs we will deliver as part of ED2 and we understand the role that Digital plays in delivering these outputs. As part of this we have committed to sharing our analysis of the benefits that our Digital Action Plan delivers.</p>	
<p><b>6.</b></p>	<p><b>We collaborate within and outside of the energy sector to realise efficiencies, foster innovation and accelerate delivery of our digital strategy, sector and national ambitions for digitalisation and Net Zero.</b> Our action plan will continue to detail the areas in which we are collaborating and through engagement with customers and partners we will determine further opportunities to work with others.</p>	

# HOW YOU CAN GET INVOLVED

We value stakeholder feedback to improve our business and your views will make a real difference to the digital future so please let us have your opinions.



- 1 To what extent do you agree with the content of our strategy and action plan? Please let us know where you think SSEN could improve.
- 2 To what extent has this document increased your understanding of the opportunities enabled by digital for SSEN? Please let us know where clarity can be improved.
- 3 To what extent has this document increased your understanding of the potential of Open Data to enhance value to the customers and the communities that SSEN serves?
- 4 To what extent do you feel that SSEN is making progress in meeting the current and future needs of our customers in a digital world?
- 5 In the process of digitalising the business and opening up data securely where should our priorities be focused? For example EV connections, whole system planning, customer supply interruptions.

## DIGITAL FEEDBACK SURVEY

If you would like to give general feedback or fill out our questionnaire, please go to:

[www.ssen.co.uk/DigitalFeedback/](http://www.ssen.co.uk/DigitalFeedback/)



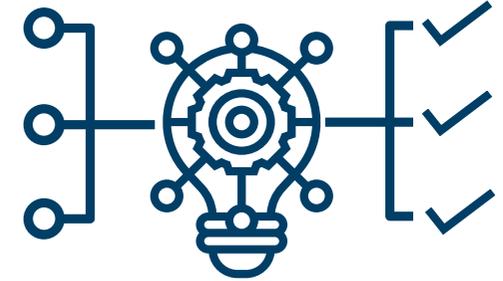
# APPENDIX

## 8

# ALIGNMENT WITH OFGEM'S DIGITAL STRATEGY AND ACTION PLAN GUIDANCE

## What is the Digital Strategy and Action Plan Guidance?

- The Digital Strategy and Action Plan Guidance is a document released by Ofgem that describes the information network operators need to share with stakeholders.
- We have shared the guidance principles with you and signposted how we meet this principle and where in the document you can find the relevant information.



Term	Definition	How we align	Example of alignment	Key reference
1	Prioritise providing benefits to the stakeholders who pay for the Products and Services as well as benefits that are in the Public Interest	Benefits are described throughout our Digital Strategy for each Customer Segment and for delivery of our overall Strategy.	For each customer and partner type (segment) on page 21-29, we articulate how we will meet the segment's needs and what value this gives them.	Digital Strategy Pages 21-29
2	Ensure Products and Services work towards a defined vision	Our strategy outlines a clear digital vision and what this means for our customers, partners and role in the wider ecosystem.	We articulate our digital vision through four key pillars in page 8 and 9, and tie them back to the products and services in page 33.	Digital Strategy Pages 8, 9, 33
3	Take full advantage of opportunities to deliver benefits early and to iterate improvements to Products and Services	We outline the products and services that stakeholders can expect in the near future. We outline our delivery approach in our Digital Action Plan.	Page 22 shows how we offer an easy quotation process for simple connections earlier and extends that to more complex ones as a long-term plan.	Digital Strategy Pages 21-29

Continued on next page

# ALIGNMENT WITH DIGITAL STRATEGY AND ACTION PLAN GUIDANCE CONTINUED

Term	Definition	How we align	Example of alignment	Key reference
4	Enable stakeholders to understand the Products and Services, the status of their delivery and how to access them	We outline our existing and planned products and services in our Digital Action Plan, detailing their purpose, who benefits and how to find out more information.	Pages 12 and 13 of our Digitalisation Action Plan give detail on which products and services are available for the benefit of which stakeholders and has links so the customer can find the product easily.	Digitalisation Action Plan Pages 9-20
5	Ensure visibility about the nature and status of actions in the Digitalisation Action Plan	Our published and interactive Action Plan provide up to date success measures for existing products and services, and progress updates on all planned activity. This is next scheduled for update in June 2023.	Page 11 of our Action Plan gives a timeline of our delivery for products and services and tells stakeholders whether they are completed or not.	Digital Strategy Page 33 and Digitalisation Action Plan Pages 9-20
6	Ensure there is shared understanding of how success and performance is measured	We are clear on our success measures and engage our customers and partners to validate these.	Page 37 shares in detail how we will use stakeholder feedback to measure the success of our strategy.	Digital Strategy Pages 7, 9, 37, 40
7	Coordinate with the wider ecosystem of Products and Services	We have outlined how the digital products and services we deliver are enabled by and work with the wider ecosystem of products and services, as well as how our investments in core data capabilities and products support multiple products and services offered externally.	For each segment (slides 21-29), we reference how products can work together e.g. slide 25 discusses developing market platforms with other operators and the potential of "Digital Spine". We also show on slide 31 how our investments in data capabilities and core data products support the needs of multiple types of customers and partners.	Digital Strategy Pages 22, 23, 25, 26, 28, 29, 31

# ENGAGE WITH US

For any queries or to request further information, please contact us on:



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