

# Digitalisation Action Plan

June 2025





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Our strategic focus during RIIO -T3 will be on enabling world-class asset management and network growth while becoming ever increasingly data-driven.”



## Executive Summary

**We are now fully focused on the final phase of implementing our RIIO-T2 Digital Strategy, a crucial step towards achieving our business goals and supporting our transmission network's ambition to contribute over 15% to the UK's total carbon reduction targets, aiming for net zero by 2050.**

As we approach the end of our current price control period, we are on track to realise our original 5-year execution plan with our digital investments consistently delivering increasing value across Transmission year upon year.

Over the last six months, we have focused on the following Digital enhancements:

PowerFactory is now fully accessible to our connections team, offering a unified database that enhances data quality, auditability, and collaboration in network planning. This has led to reduced timescales for customer connection requests through faster and more effective system planning modelling.

We've further enhanced our customer service experience through launching our Customer Relationship Management (CRM) platform, now fully implemented to manage the Pre-Application and Application processes for new connections. We are currently developing new functionalities to enhance our Application journey, ensuring a seamless digital experience for our team as we work to improve the customer experience at every turn.

We have successfully launched the Integrated Project Management (IPM) reporting suite, offering advanced insights across all projects. This innovation has significantly enhanced organisational efficiency by consolidating data into a single source of truth, and streamlined project tracking, management, and execution through a unified digital platform.

In tandem, we are advancing our capabilities in data culture, scope, format, management, governance, and technology. Our strategy centres on organising data into business-owned domains, treating it as a product, and enabling self-service access, all supported by federated data governance.

Going forward, this approach will empower our entire organisation to utilise and manage data effectively. Combined with greater digital capability across the board, we are transforming our ways of working and embedding a data-driven culture to achieve our digital aspirations and inspire long-term growth within Transmission.

To advance these initiatives, we have been putting together our plans for RIIO-T3 and will be publishing a new digital strategy for the next price control period in due course. An early preview of this can be seen on the next slide. Our strategic focus during RIIO -T3 will be on enabling world-class asset management and network growth while becoming ever increasingly data-driven. We will use our combined effort to accelerate Transmission towards its strategic goals by harnessing digital capabilities to power business growth and speed.

**James McLean**  
SSEN Transmission Chief Information Officer



We encourage all stakeholders with any feedback or questions to get in touch at [transmission.stakeholder.engagement@sse.com](mailto:transmission.stakeholder.engagement@sse.com)





# The Road Ahead: A glimpse at our RIIO-T3 vision and key investment areas



**Our RIIO-T3  
Strategic Goal:**

**Harness Digital  
Capabilities  
to power business  
growth and speed**



Increase the efficiency and deliverability of the planning, design and build of assets for Net Zero through digitisation



Elevate Digital Asset Management and be ready to manage a >24GW power system with increased scale & complexities



Keeping our people and assets safe and secure whilst going beyond industry and regulatory Cyber Resilience obligations



Become a data-driven leader in electricity transmission and open data standards



Drive continuous improvement and optimisation of digital capabilities from previous investments



Ensure users can consume and interact with Digital services in a frictionless way

## Executed through our Strategic Investment Themes and underpinning enablers

### ENABLING NETWORK GROWTH

We utilise the latest digital tools and technology to improve our Customer and Stakeholder relationships and engagement. Digitally enabling the effective planning and delivery of large-scale capital projects

### ENABLING WORLD CLASS ASSET MANAGEMENT

We prioritise Digital security and resilience to enable 100% transmission network reliability. Continuously developing our technology capabilities to maintain, protect and secure our Assets, driving increased Asset Performance and efficient Operations.

### DATA DRIVEN

We enable a data driven SSEN Transmission business. Based on a culture of business data ownership, ensuring it is accurate, available and accessible. Providing data and analytics tools and technologies for our business to develop, deliver and operate the network.

### ENHANCE, EXPLOIT & OPTIMISE

We drive adoption and optimisation of current capabilities, managing feature and function improvements. Looking for efficiency, automation and simplification opportunities to continuously improve business process.

### BRILLIANT BASICS

We deliver a quality service to our business, which sets us apart from peers. Ensuring that our users can consume and interact with IT in a frictionless way, delivered right first time.

**Stakeholder Engagement**

**Cyber Resilience**

**Digital & Data Culture**





# The vision behind our products and services

We are continually enhancing our business by leveraging digitisation and providing instant access to a wealth of data and insights. Our teams are consistently upskilling in digital competencies as we continue to build new capabilities, collaborating seamlessly with world-class tools to efficiently plan, expand, and sustain a network aimed at achieving net zero. With enhanced data-sharing capabilities with our industry partners, improved asset management, and the establishment of our new disaster recovery centre, we are strategically well positioned for sustained growth as we approach RIIO-T3.


Delivering Value...	Guided by a specific vision
Customers & Stakeholders and Commercials	Provide a high quality and transparent multi-channel service to stakeholders, with increased assisted and self-serve capabilities underpinned by an integrated group of fit-for-purpose platforms for entering and accessing information and insight.
Projects & Capital Delivery	Deliver at scale and in line with the growth of demand within our projects, as a modern, slick and interactive business, moving away from the paper and Excel-based processes to embrace modern technology and practices throughout our business.
Network Planning	Maximise the value and the opportunities presented by having easy access to a wide range of data from across the organisation to increase system performance and support future network modelling and forecasting to support the planning of a network for net zero. Including industry leading software enabling us to comprehensively plan the network of the future.
Asset and Operations	Improve existing and delivering new capabilities across Asset & Work Management that will drive business and asset performance, resulting in decreased network risk and setting the foundation for further enhancements in RIIO-T3. Deliver new Complete Network Insights capabilities, enhanced asset data collection and visualisation, network monitoring and situational awareness. Enhancements to our operational data sharing with NESO & SPEN, alongside control centre disaster recovery facilities and capabilities. Strategically positioned for growth and further enhancements in RIIO-T3.
Enabling IT	Create IT capabilities that provide a fit for purpose suite of applications, supporting end-to-end business processes and enable the business to deliver the outcomes as efficiently as possible. Enhance our digitalisation, interoperability and data sharing capability across the energy industry via open data portals enabling savings of £30-70bn (from the Ofgem FSNR Decision) between now and 2050. Achieved through data-led strategic planning and enabled transformational system-wide benefits, such as cost savings and resilience, via optimal system maintenance, asset health monitoring, planning and operation.
Enterprise and Corporate	Create and deliver cross functional solutions that facilitates better information sharing, enhanced control, improved safety and improved financial insight.



# What we have achieved in the last six months



Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
<div></div> <div>Customer and Stakeholder</div>	<ul style="list-style-type: none"><li>• <b>Our new Customer Relationship Management (CRM)</b> platform has been successfully adopted by our colleagues for the Pre-Application and Application process. Reporting and insight capabilities have also been delivered, which support our people to understand next steps and actions that need to be taken. We are now building the functionality that will improve our Application journey, ensuring that this is a cohesive digital journey for our people and enhance our customer experience. This new system will lay the foundations for our continued commitment to improved customer service and lay critical building blocks for continued enhancements in RIIO-T3. All focus in the last 6 months has shifted to ensure we can support the new connections reform process using our CRM system. Super Users are now onboarded and testing the system daily ready for connections reform.</li></ul>	<ul style="list-style-type: none"><li>• Over 100 distinct project web pages migrated to our new <b>engaging and accessible web page layout</b>, supporting public engagement and ongoing consenting efforts.</li><li>• Our Customer Relationship Management (CRM) solution is embedded within our ways of working within the Customer Team. <b>100% of all Customer Pre-applications and applications are being processed</b> and managed in our new CRM system.</li><li>• <b>New Super users</b> have been onboarded and training packs produced for our connections reform go live in the coming months.</li></ul>
<div></div> <div>Project &amp; Capital Delivery</div>	<ul style="list-style-type: none"><li>• <b>Phase 1 of the Integrated Project Management (IPM) system has been completed and launched.</b> This includes our project and portfolio reporting suite. Noted efficiencies are time savings against project activities for PMs, reduction in project management reporting, reduced co-ordination tasks for PIO's, planners and co-ordinators due to the digitalisation and automation of processes.</li><li>• <b>Building Information Modelling (BIM)</b> Level 2 foundations continue to be embedded as we drive forward our roadmap from now through RIIO-T3, which includes the <b>use of new templates, successful pilot of 4D, increased and more widespread usage of our CDE</b> and completion of a BIM assessment in the Asset Management and Operations space.</li><li>• Progress continues on the <b>LiDAR scanning of our Substations and Overhead lines to facilitate a digital representation of our network.</b> This will be an <b>enabling data set for projects in RIIO-T3</b> as well as providing benefits right now which includes the automated generation of OHL CAD models..</li><li>• The output of the scanning work is also feeding into the <b>GeoBIM PoC</b> which has recently mobilised.</li><li>• <b>The build of the new Consents and Environments (C&amp;E) hub MVP was completed last year, with further</b> iterative build activities continuing. This delivers project data capture, workflow notifications and dashboard reporting available to all. For the latter, monthly reporting update completion rates have increased due to reporting being fully digitalised, automation of elements of the report and being very easy to complete for users.</li><li>• The <b>upload of key data C&amp;E sets to our existing Geographic Information System (GIS)</b> platform is underway, which will implement a re-usable framework which also includes data cleansing activities. These priority data sets identified are due for completion in August.</li></ul>	<ul style="list-style-type: none"><li>• <b>Improved organisation efficiency</b> resulting from a new portfolio reporting suite based on a <b>single source of truth</b>, and time saved on tracking, managing and running projects through a single digital shop front.</li><li>• <b>Single point of digital engagement</b> through our Common Data Environment, <b>improved collaboration</b> with our contractors, reduce duplication and reduce likelihood of future compensatory events.</li><li>• <b>Efficiency improvements</b>, following the successful implementation and embedding of <b>standardised 3D models</b> with suppliers and partners.</li><li>• <b>Improved Data accessibility</b>; Reduction in rework, Reduction in wastage and <b>visualisation of performance metrics</b> both internally and for the external parties we depend upon.</li><li>• The creation of a <b>Digital representation of our network</b> facilitates efficiencies across all areas of design, Asset Management and operations.</li></ul>

# What we have achieved in the last six months

Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
<div></div> <div>Network Planning</div>	<ul style="list-style-type: none"><li>• We have successfully delivered configured more recording devices on the network to provide even more data insights. For the first time we now have the majority of devices configured providing all new data insights to the business. We have done this through automation and by leveraging our PI system. This continues to <b>significantly reduce time collating data</b> into the required format for analysis, allowing our electrical engineers to focus on value-added activities and effective power quality monitoring.</li><li>• Power Factory is now available for our connections colleagues to use with all new scalable cloud infrastructure available for the first time. This enables the business all new functionality allowing them to use a reliable industry-leading tool to plan the network of the future. Supported by a common database, improving data quality, auditability and collaboration across Investment Planning. This is our first big step towards our commitment to digitise the way we work as we continue to expand our whole system planning capabilities, to enable our business growth ambitions.</li></ul>	<ul style="list-style-type: none"><li>• <b>Reduced timescales for customer connection requests</b> because of faster and more effective system planning modelling.</li><li>• 186 devices now providing data automatically to our system performance colleagues to make proactive network interventions when required.</li><li>• More frequent <b>whole system model updates</b> enabling us to respond quicker to customers and plan the future Transmission Network more efficiently.</li><li>• Enhanced user experience for engineers due to <b>high performance compute and additional capability</b> that Power Factory offers.</li></ul>
<div></div> <div>Asset Management &amp; Operations (IT)</div>	<ul style="list-style-type: none"><li>• We successfully deployed a <b>new bulk load tool for asset data</b> called MX+ Data Studio that is an extension for IBM Maximo that <b>empowers users</b> to deliver Transmission's data strategy and <b>improve the quality and consistency of asset data</b> needed for Operations to manage and maintain the network.</li><li>• Foundational work has begun on the Asset Investment Optimisation Project which aims to deliver enhancements in planning, optimisation, and result tracking. The system will also be configured to deal with additional asset risk models and Network Asset Risk Metric (NARM) enhancements.</li><li>• The Automated Testing Project has delivered <b>a testing framework that can be leveraged for automating testing for applications across the Transmission portfolio</b>, with initial delivery focus being the Maximo Enterprise Asset Management System. Automated testing is a pre-requisite for the implementation of the TWM continuous improvement process where we transition to an agile delivery model.</li><li>• The Interface Project has progressed with the <b>configuration of data migration</b> from our graphical information system (ArcGIS) to Maximo for sub-station assets and the first phase of linear asset data associated to circuits that include towers, poles, spans, etc. The project is also <b>implementing an interface</b> to Invest from Maximo to ensure that asset data required for risk calcs, and investment decisions is passed seamlessly.</li></ul>	<ul style="list-style-type: none"><li>• Asset and Operations can <b>reduce Maximo data-load times and costs, improve data quality, ensure compliance</b> through audit trails of all data changes, streamline data project lifecycles with <b>rapid loading</b>, and ensure that asset data is not stored outside of Maximo (removing the need for Excel files).</li><li>• The updated Invest system will introduce <b>new asset models for risk analysis, enhanced asset condition and health</b>, generate asset investment plans, provide plan optioneering and comparison, and enable schedule tracking and impact analysis.</li><li>• Automated testing for Maximo continuous improvement accelerates deployment, reduces errors, and ensures consistent system performance, enabling <b>more efficient and reliable enhancements</b>.</li><li>• The interfaces that automatically pass asset data from ArcGIS to Maximo <b>enhance data accuracy, streamlining asset management, and eliminate manual entry</b>, leading to improved efficiency and decision-making, while also ensuring <b>real-time data synchronisation</b>, reducing operational delays, and enabling better planning, tracking, and maintenance of geographically distributed assets.</li></ul>



# What we have achieved in the last six months

Value Stream	Products we have delivered	Key Stakeholder Outcomes & Performance
<div></div> <div>Asset Management &amp; Operations (OT)</div>	<ul style="list-style-type: none"><li>• We are making progress on the second phase of our <b>Control Centre Disaster Recovery</b> site. The full Control Room office is complete. The remainder of second phase will deliver independent virtualisation technology hosting all control room systems, along with new resilient communication circuits.</li><li>• We are also progressing our <b>Inter-Control Centre Communication Protocol</b> project. Implementing common format network status data exchange with NESO and SPEN. We are advanced in agreement with NESO on data conversion, and advanced on progress to install new communication circuits between all parties.</li><li>• We are making progress with our <b>Complete Network Insight</b> project. Implementing solutions which provide access to network situational awareness data across Asset Management and Operations. The project has developed prototypes and is now engaged with Subject Matter Experts on review.</li></ul>	<ul style="list-style-type: none"><li>• Creating the independent <b>fail-over facility and capability</b> required to allow us to always monitor and manage the network and serve our customers.</li><li>• Implementing the <b>industry standard communication</b> of network status ensuring we are always aligned with National ESO and interfaced TO's.</li><li>• Utilising the systems we have invested in to share more efficiently, <b>both point in time and real time</b>, network situational awareness resulting in us working more effectively for our customers.</li></ul>
<div></div> <div>Enabling IT</div>	<ul style="list-style-type: none"><li>• We have launched our new <b>Integrated Data Platform (IDP)</b> which will enable reporting across our Transmission core systems. The platform continues to mature and focus on ingesting data initially from our core asset systems like Maximo and ArcGiS. It has now been enhanced to provide reporting functionality for Unifier data, which has supported the IPM reporting Go Live.</li><li>• <b>Ataccama</b>, our data catalogue and data quality tool, is now embedded in our ways of working. We have recently added Cyberhawk and TOA4 (Transformer Oil Analysis 4) data to our data catalogue. We continue to expand and add to our data stewards and data owners and are further onboarding and training our colleagues.</li><li>• We have continued to add datasets to our <b>Open Data Portal</b> and completed research to understand what our Customers and Stakeholders would like to see published on the portal. We have created a roadmap of the new datasets , and these will be internally triaged and prioritised.</li><li>• Our Digital Automation &amp; Workflow Team continues to deliver value by <b>automating manual processes</b>. We've <b>streamlined</b> the process for updating the Whole System Coordination Register—now using online forms, automated emails, and enhanced data security—to meet regulatory requirements more efficiently.</li></ul>	<ul style="list-style-type: none"><li>• Enabling access to trusted data resulting in <b>improved analytical reporting</b>, allowing our business to make better informed decisions faster.</li><li>• Providing a mechanism and process to catalogue our data and develop data quality reports and dashboards to provide the business with a clear view of where data improvements are needed. Improved data quality will ultimately lead to <b>more accurate reporting and decision making</b>.</li><li>• Ensuring we are proactively providing data to our stakeholders, whilst making it <b>easier and quicker to request data</b>, saving time and effort.</li><li>• Automation of manual business processes to create <b>more efficient and streamlined ways of working</b>.</li></ul>

# What we have achieved in the last six months

## Our Data Vision



To become a data-driven leader in electricity transmission, harnessing the power of data to deliver a safe, resilient and efficient electricity transmission network that meets the evolving needs of our customers & stakeholders and the transition to a sustainable energy future.



**enda**  
energynetworks  
association

## Data Strategy

- Following last year's data strategy refresh, we **continue to develop our capabilities** in the areas of data culture, data scope and format, data management and governance, and data products and technology.
- Our data strategy describes how we will manage, use and share our data with the industry, our customers and stakeholders, to become a Data-Driven organisation. It sets out the data capabilities required through the RIIO-T2 and the RIIO-T3 regulatory periods. The core of our strategy is to organise data into business owned data domains, treat it as a product, enable self-service access, and support these activities with federated data governance. In doing so, we **will empower the whole organisation to use and manage data**, transforming ways of working, embedding data-driven culture to realise our growth and digital aspirations.
- In line with our data strategy, we are focused on delivering our RIIO-T2 data strategy objectives to ensure we are well placed to begin RIIO-T3 in the best position. This includes a series of internal initiatives to prepare our colleagues for the journey to become a fully Data-Driven organisation.

## Interoperability

We are actively engaged in several energy sector working groups to ensure our data assets are interoperable with data assets across the industry:

- We continue to actively work with industry peers and Ofgem through the **Energy Networks Association Data and Digitalisation Steering Group** on common initiatives to develop and enable interoperability. We are engaged with multiple ENA Data and Digitalisation Steering Group (DDSG) subgroups, including:
  - **The Standards and Interoperability Subgroup** targets the development and implementation of consistent energy system data-related standards aligned to Data Best Practice Guidance requirements.
  - **The Technical Common Information Model (CIM) Working Group**; which is intended to oversee the development of standards to support the development of CIM interoperability protocols. Within our Digital Programme, we are investigating the implementation of Common Information Modelling (CIM) for specific internal data exchange requirements, including network planning model exchange. CIM forms an integral part of the Data Sharing Infrastructure (DSI) – all files used during the Pilot phase have been CIM-compliant. We have shared this information with this working group to ensure alignment and consistency across key initiatives.
  - **The Metadata Standards Working Group**, which we lead, focuses on the standardisation and alignment of Dublin Core metadata standards within the industry. Aspects of standardisation include data semantics (terminology and meaning), ontologies (structures and relationships), metadata and exchange mechanisms. Energy system interoperability requires standardised data-related services and practices across sector participants to enable timely, efficient and effective data exchange, integration and utilisation between humans and machines. The group is drafting a standards and guidance document, planned for publication by the end of 2025.
  - **The Shared Licencing Subgroup**; to facilitate the creation of a shared licence that can be applied to specific shared datasets. This subgroup has mobilised, with all networks being represented. This work is being supported by the Open Data Institute (ODI) and Pinsent Masons.
  - **The Open Data Triage Subgroup**; which we will lead, will refresh the ENA Data Triage Playbook to maximise the use of Open energy data whilst protecting the security, privacy and resilience of data. This subgroup is due to mobilise imminently.
- We have played a key role in **establishing a Transmission sector working group for Digital Information in Infrastructure Delivery**. The aim of this forum is to accelerate infrastructure delivery, via common design, supply and install information standards. These common standards will also assist handover of data to Asset Management and Operations teams.
- Alongside this we have engaged with the **Open Data Working Group** and lead the **Energy Data Self-Help Group**. All these groups are working together in a coordinated manner to reduce obstacles relating to the discovery, interpretation and use of energy system data. Where items require formalisation, we engage with the ENA **Data and Digitalisation Steering Group** to ensure the correct governance is in place.

# What we have achieved in the last six months



## Data Architecture

Our **Asset Lifecycle Cradle to Grave Working Group** has positive engagement across our organisation. The group is working on asset data standards for our business teams and core business systems. In parallel, our Data Architecture function continues to develop a suite of data models for our main business data domains. Given the positive, business-wide engagement of this approach, it will be replicated for other value streams, including Customer & Stakeholder and Projects & Capital Delivery.

## Data Products and Technology

Following the successful launch of our **Data Quality and Data Catalogue tool**, we are taking steps to roll this out further to our Asset Management teams, and we are preparing a business engagement plan for the deployment of the tool to our Operations teams. The use of this toolset is a foundational step towards transforming our data capabilities, ownership and embedding our use of data standards. Thereby improving the visibility and usability of data for our business teams, customers and stakeholders.

- **Data Quality:** We are working with our Data Owners and Data Stewards to capture data quality rules for our most important data in our core business systems and will embed the controls necessary to proactively monitor, and where necessary remediate this data.
- **Data Catalogue:** We have made excellent progress since the last update with over 400 Datasets catalogued from across the SSEN Transmission estate, and this will continue to expand through the remainder of the RIIO-T2 period. We are utilising the 'Core' 15 Dublin Core elements, as well as some of the wider elements provided by the Dublin Core Metadata Institute (DCMI). We capture all metadata tags in our Data Catalogue and replicate this in our Open Data Portal for openly published datasets, providing useful metadata for our Customers and Stakeholders in an accessible format.

## Data Sharing in the Energy Ecosystem

As a Stakeholder-led business, it is important that the data we share is useful and of value to those who need it. Our **Open Data Portal** continues to evolve, with many more data sets being added. At the end of last year, we embarked on a research project to understand what our Customers and Stakeholders would like to see published on the portal moving forward. A roadmap has been created and shared internally which sets out the new data sets that will be assessed for suitability via our Open Data Triage process, as well as improvements that we can make to the overall user experience.

The **Data Sharing Infrastructure (DSI)** aims to create a common data sharing infrastructure that is secure, resilient and scalable, to achieve an interoperable ecosystem. This builds on the Digital Spine Feasibility study, and follows the 'Prepare, Trust, Share' philosophy. Our participation in the DSI Pilot Project continues at pace, which is soon to move from a Pilot phase, where the technology and use cases were defined, into a Minimum Viable Product (MVP) phase, alongside other industry participants and NESO. We note the recently published 'Governance of the Data Sharing Infrastructure Decision' by Ofgem, confirming NESO as the Interim DSI Coordinator, and the governance model that will be put in place moving forward.

## Data and Analytics – Looking ahead to RIIO-T3

As part of our RIIO-T3 preparation we have prepared an initial draft of our AI strategy. This strategy has been prepared with reference to Ofgem's current AI guidance consultation (Dec 2024). The objectives of this AI strategy are to:

- Establish and operate AI capabilities to augment and, where safe and practical, to automate our operational and decision-making processes through the RIIO-T2 and RIIO-T3 regulatory periods; and
- Equip our people at all levels of the organisation to efficiently and responsibly use AI.

Notwithstanding the progress made, we continue to develop much greater appreciation of the size and scale of the foundational challenges in front of us, to **use data and analytics to cost efficiently** scale our operations through the remainder of the RIIO-T2 period and inform our plans for the RIIO-T3 period.






# Stakeholder feedback in relation to the products we have delivered

Value Stream	Stakeholder engagement and feedback
Customer and Stakeholder	<ul style="list-style-type: none"> <li>As part of our move from ETHOS to CRM, it has been essential to involve stakeholders at all levels within the business, to ensure effective communication and input is always in place. Multiple awareness communications, drop-in sessions and direct input into the CRM build from our stakeholders have provided hugely beneficial. Feedback from users is that the system will transform ways of working, providing them with trusted and accessible data, and a friendly user interface. Users have commented that the overall customer experience will be hugely improved with the new system</li> </ul>
Project & Capital Delivery	<ul style="list-style-type: none"> <li>The key areas of feedback relate to access, increased visibility and usage of project data both with Unifier and through the additional automated project reporting suite. The reports provide increased visibility of project status, milestones, risks, costs and H&amp;S data, all in one place. Other areas of the business, which weren't included in our initial scope, have also requested access due to the value it will add to their business functions; includes Asset Management and operations teams, and the LCP governance team.</li> <li>Our Building Information Modelling Managers have led the way in delivering our Digital Change plans, which support the successful embedding and adoption of our new BIM Level 2 foundations.</li> <li>The Consent and Environment team used agile for the first time and have fed back very positively. We have had a nominated Product Owner who has shaped the delivery to ensure the best business value for our new Consents and Environmental hub. The team is now actively using the hub, and in addition, the reports are being used to provide near time updates to senior leaders.</li> </ul>
Network Planning	<ul style="list-style-type: none"> <li>As part of our move from PSSE to Power Factory, we have had fantastic feedback from end users with regards to the new capability Power Factory provides. The new system is built on accurate data from our core asset systems providing data accuracy and consistency across the business. The business are particularly happy due to the new system being CIM (Common Information Model) compliant, avoiding re-work and allowing users to easily share network models with other TOs and DNOs where required. Previously, system engineers had to use local installs and USB dongles to use PSSE (current system) which will no longer be the case. Stakeholders and users are particularly excited about our move to new cloud infrastructure, as this provides users with system access flexibility, solution scalability and high-performance compute, allowing users to carry out complex system studies without delay.</li> </ul>
Asset Management & Operations (IT)	<ul style="list-style-type: none"> <li>Stakeholders expressed strong support for the strategic objectives to centralise and align asset data across Maximo, ArcGIS, and EA Technology's Invest platform. Successful delivery of this initiative will depend on robust integration between Maximo and both ArcGIS and Invest, enabling a unified approach to work planning and execution, improving data quality and accessibility, and ultimately supporting more informed, proactive, and efficient operational and investment decision-making. This will strengthen our position moving into RIIO-T3 and allow us to build on the foundations laid.</li> </ul>
Asset Management & Operations (OT)	<ul style="list-style-type: none"> <li>We continue to receive positive internal stakeholder feedback on the projects we are delivering. We are working closely together across all IT and Business functions ensuring we remain aligned. We are also working closely with NESO and other interfacing Operators in project associated with network status data. Each partner is working on overall solutions which serve each other and engaging supply chains in inter-company network communications.</li> </ul>
Enabling IT	<ul style="list-style-type: none"> <li>We have undertaken an external stakeholder engagement to ensure our Open Data Portal is providing our stakeholders with the information they require in an easily accessible manner. Feedback has been positive, and we have created a backlog and a suggested list of additional data sets, which can be reviewed for suitability and sensitivity.</li> <li>Our data catalogue and data quality tooling was successfully launched for both Maximo and ArcGIS data, and we continue to add further data sets (Cyberhawk and EOA4). Our Data Steward and Data Owner onboarding and training rollout plan has been a success, and we are continuing to expand these roles and have further onboarded another 20 data stewards and data owners.</li> </ul>



All our Digital Projects align to robust People Side of Change plans. These leader-led initiatives are designed to drive engagement and adoption as we embed new systems, process, features, processes and behaviours. Our change plans follow the ADKAR model and are tailored to support our business objectives, enhance our ways of work, drive cultural change and respond to our Great Place To Work survey results.

# The Products and Services that we will be working on

We continue investing in digitalisation, interoperability and data sharing to deliver a fit-for-purpose suite of applications that supports end-to-end business processes. This enables the business to deliver its strategic goal to grow our network, with ASTI projects being a priority. We are focusing on making it easier for our colleagues, customers and stakeholders to access, request, analyse and gather insights from our data. The Products and Services we are working on during the next quarter will improve collaboration, standards and enhance our data ecosystem so we can deliver optimal system planning, maintenance and asset health, and thereby enhance our customer and stakeholder experience.

Value Stream	Product and Service	Description and Benefits
 <b>Customer and Stakeholder</b>	Website	<ul style="list-style-type: none"> <li>We want to ensure we make information available and accessible to customers &amp; stakeholders so they can find information they require easily.</li> <li>We will deliver enhanced self-service website options particularly focused on connections customers which are tactical ahead of the full integration of CRM in RIIO-T3.</li> <li>We will continue to implement changes to support our ASTI projects by building on a micro-website look and feel for customers and stakeholders, thereby improving our transparency and communication on these critical projects.</li> </ul>
	Customer Relationship Management (CRM)	<ul style="list-style-type: none"> <li>We will continue to enhance our Customer Relationship Management (CRM) system to meet new industry changes with connections reform. This new system will enhance our employee experience, data quality/availability and ultimately our overall customer experience.</li> </ul>
 <b>Capital Delivery</b>	Integrated Project Management (IPM)	<ul style="list-style-type: none"> <li>This initial phase of IPM delivery has now been completed, so we will now focus on the embedment and adoption of the platform and how this will transform our business. We will continue to use the scaled agile methodology to make small iterative changes in response to customer feedback on the newly delivered capabilities to help drive embedment and increase business value and usage of the platform in preparation for the next phase in RIIO-T3.</li> </ul>
	Building Information Modelling (BIM)	<ul style="list-style-type: none"> <li>We have laid the foundations for BIM Level 2 and continue to progress the formal accreditation before the end of RIIO-T2. We are progressing the alignment of BIM within our AM&amp;O space, targeting the end of this year to complete the scanning of our substations, and are also aiming to complete our GeoBIM PoC before the end of this year. We are also looking to trial 5D as an enabler for RIIO-T3.</li> </ul>
	Consents and Environmental (C&E)	<ul style="list-style-type: none"> <li>Now the Consents and Environments Hub has been fully adopted, and we have completed the integration design with IPM, further development is due to kick off imminently. We continue to develop our reporting suite and improving our Marine processes. Key Data sets are now being uploaded into our GIS application, and we aim to complete the nominated data set uploads by August this year, with a further tranche of uploads planned for the remainder of RIIO-T2.</li> </ul>
	Accelerated Digitalisation	<ul style="list-style-type: none"> <li>We will mobilise our 3<sup>rd</sup> Party Vendor to carry out the LiDar Scanning of our Overhead lines via fixed wing plane and then utilise those images to upload onto our GIS systems, whilst also generating CAD models of our OHLs. This will complement the substation scanning work which is already progressing as part of the BIM programme of work to create a digital representation of our network. This is also an RIIO-T3 enabler for the digital twin initiative.</li> </ul>
 <b>Network Planning</b>	Network Modelling System and Tools	<ul style="list-style-type: none"> <li>We will focus on our final solution for power quality monitoring by ingesting data into our Transmission PI tool. This will provide significantly enhanced analytics capability and insights, allowing engineers to monitor and continuously improve the performance of our growing network.</li> <li>We will focus on the impact assessment from PSSE to PowerFactory alongside this our workflow system will be developed to start our journey of automating initial current manual processes and standardise the way our engineers access the data required to carry out system studies.</li> <li>We will train all of our investment planning colleagues to be proficient in PowerFactory and roll out the system in a phased manner to the wider Investment Planning engineers throughout the year to replace the use of PSSE for system planning activities.</li> </ul>

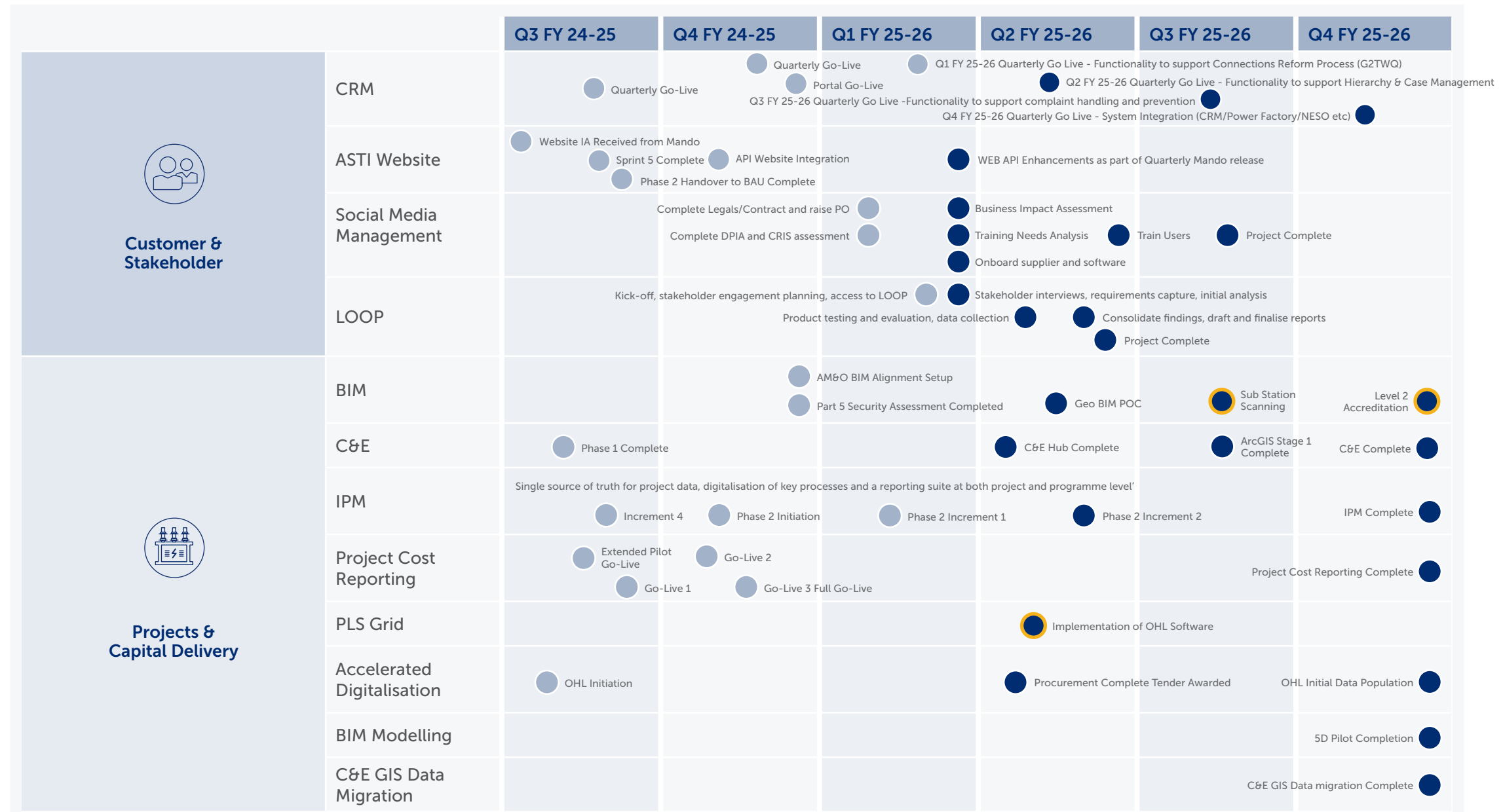
# The Products and Services that we will be working on

Value Stream	Product and Service	Description and Benefits
 <b>Asset Management &amp; Operations</b>	Total Work Management (TWM)	<ul style="list-style-type: none"> <li>The TWM Project has completed the configuration of the Maximo and Fingertip asset management systems to deliver integrated asset, work and inventory management for the Operations Team. The project will continue in 25/26 by completing acceptance testing and training of the first phase before formal go-live around the start of October, before transitioning to a continuous improvement mode to deliver the next set of prioritized use cases setting us up for continued functional enhancement during RIIO-T3.</li> </ul>
	Asset Investment Optimisation (CRM)	<ul style="list-style-type: none"> <li>We will continue to deliver new asset risk models, the production of optimized asset investment plans and plan optioneering and tracking of works. The automation of investment planning and optioneering will allow many more factors to be considered in future investment plans resulting in the most efficient use of capital budget.</li> </ul>
	Integrated Asset Management	<ul style="list-style-type: none"> <li>We will continue to enhance the interface between Maximo and our geospatial system ArcGIS allowing the transfer of additional location data (site and circuit) to be automated, ensuring data quality is maintained to enable better decision-making, more optimized maintenance planning, and improved resource allocation. We have also started the implementation of an interface to ensure that all data required for asset risk modelling and investment planning is transferred seamlessly.</li> </ul>
	Operational Technology	<ul style="list-style-type: none"> <li>We are on track with 2nd phase Control Centre DR site, providing a geographically and technologically independent Control Room and additional level of resilience.</li> <li>On track with Inter Control-Centre Communication Protocol, achieving latest network data sharing standards between SSENT, NESO and interfacing Operators.</li> <li>On track with Complete Network Insights, opening Operational Technology systems data enabling efficiencies across Asset Management and Operations.</li> <li>Kicking off SCADA Config Solution, enabling efficiencies through latest tools used in commissioning assets to the PowerOn network management system.</li> </ul>
 <b>Enabling IT</b>	Open Data Portal	<ul style="list-style-type: none"> <li>We are investigating the use of an accessibility tool to enhance user experience of the portal.</li> <li>We will continue to add datasets to our <b>Open Data Portal</b>, guided by our internal roadmap of the new datasets.</li> </ul>
	Data Management	<ul style="list-style-type: none"> <li>The Data Management project will continue cataloguing and producing data quality reporting using Maximo, ArcGIS data, Cyberhawk and EOA4 data.</li> <li>A further 20 Data Stewards and Data Owners will be onboarded onto the production environment.</li> </ul>
	Integrated Data Platform	<ul style="list-style-type: none"> <li>The platform is now in BAU and will continue to be enhanced with further data sets and data pipelines to automate data updates and monitoring.</li> <li>We will continue to deliver tactical use cases and provide early business value e.g. Gas Weights Reports.</li> </ul>
	Digital Workflow and Automation (DWA)	<ul style="list-style-type: none"> <li>The team continue to work with our business to deliver the backlog of automation and Power BI reports identified. This will include streamlining and enhancing the Outage Planning process, delivering improvements for our people. There is also a plan to introduce a solution to centralise the management of asset-related data requests, improving KPI reporting and allowing stakeholders to monitor performance metrics such as volume of requests and rejection rates.</li> </ul>

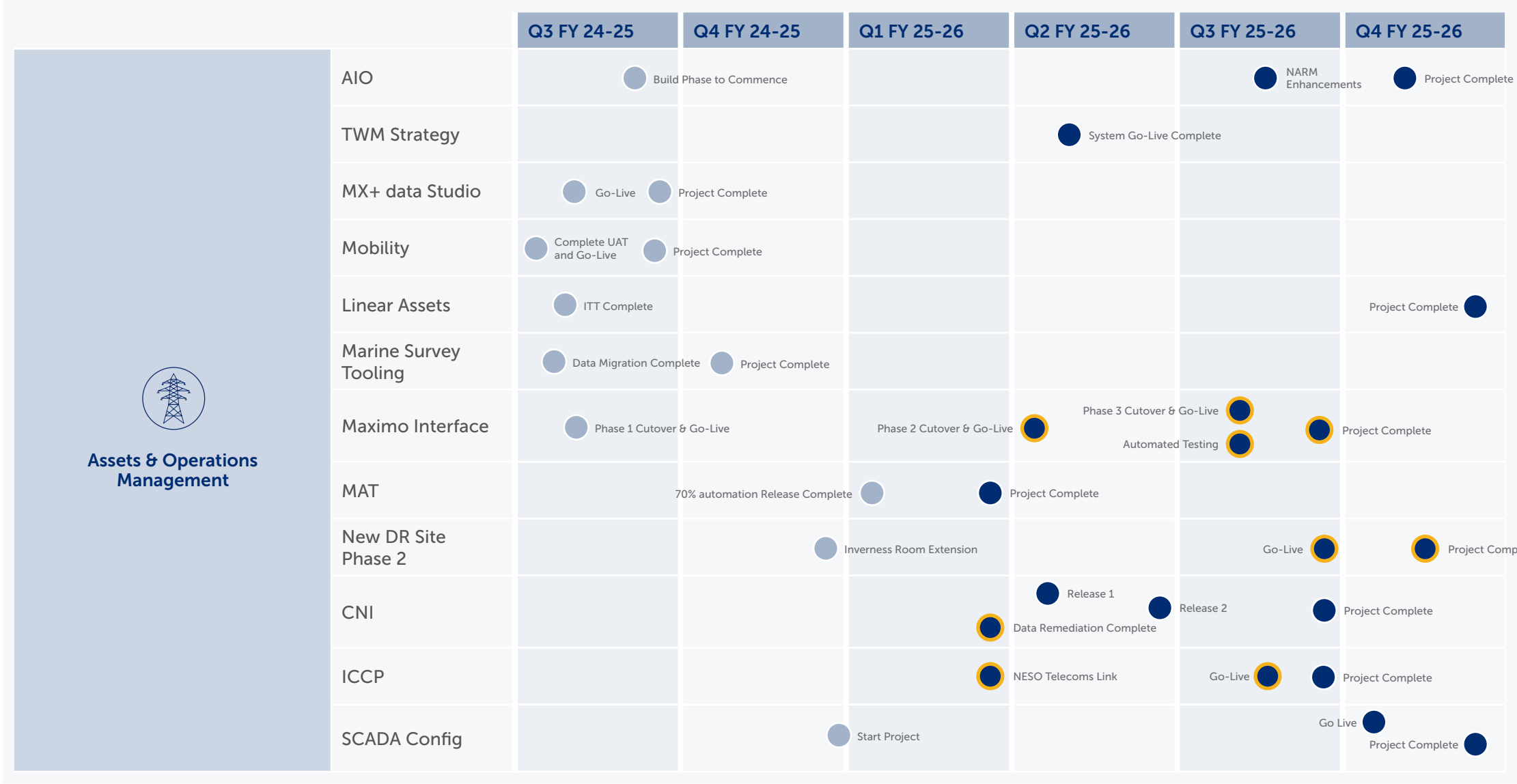
On the following pages, we share a plan of key milestones that we will deliver across 2025/2026, as they relate to the Products and Services above.



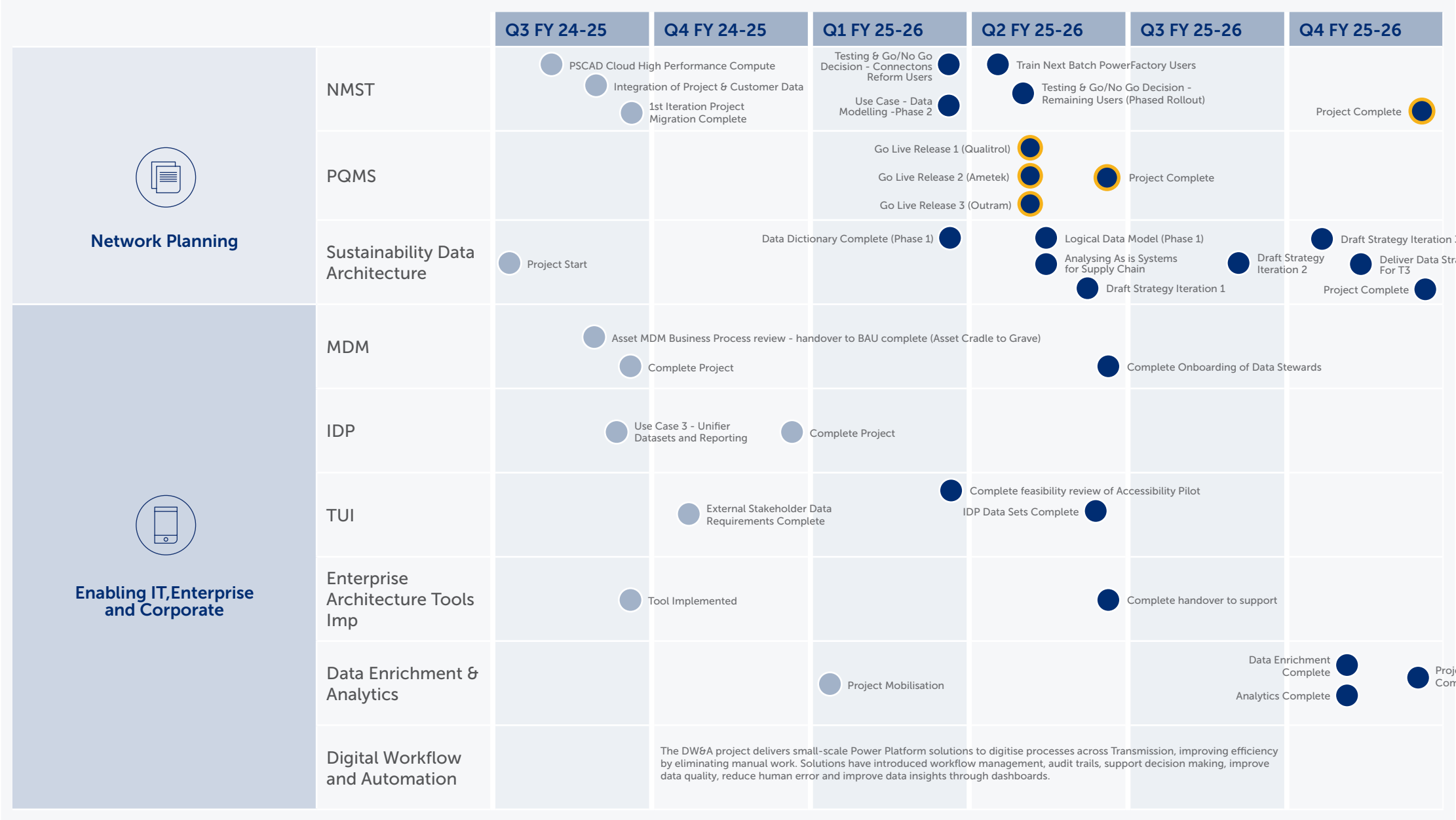
# This plan shows the key milestones we will reach over FY24-25/25-26



# This plan shows the key milestones we will reach over FY24-25/25-26





# This plan shows the key milestones we will reach over FY24-25/25-26





# Completed or de-commissioned/de-prioritised Projects

Value Stream	Product and Service	Completed, decommissioned or deprioritised	Brief Description of Project
 <b>Customer and Stakeholder</b>	Application Functionality	Completed	We have gone live with new functionality via CRM to complete customer applications using CRM rather than the current system ETHOS.
	C&E – Digitalisation Next phase	Completed	The MVP was completed in June, with further functionality added and productionised since then; Planning application and consents tracker, Consents DB, reporting suite, Nature application and design for integration with our Integrated Project Management platform.
 <b>Capital Delivery</b>	IPM – Phase 1	Completed	Phase 1 was completed last year, and we are now progressing phase 2 still utilising the scaled agile methodology. The key capability completed since the last reporting period is the implementation of our reporting suite, which includes Plan on Page, Gate Forecast, Gate Variance, Portfolio of safety, Project Managers Report and KPI reporting.
	BIM	Completed	We are finalising the tasks required for Level 2 accreditation. Our CDE has been rolled out to a wider population, we have completed an external assessment on its use and working through the recommendations, we have completed our 4D pilot and completed our assessment of gaps and requirements within the Asset Management and Operations space and working through the recommendations. Substation Scanning tender process is completed with work now in progress.
	Accelerated Digitalisation (Tender)	Completed	The regulated tender for the scanning of OHLs is now completed. We are now ready to engage the vendor to capture the LiDar images and create CAD models.

# Completed or de-commissioned/de-prioritised Projects

Value Stream	Product and Service	Completed, decommissioned or deprioritised	Brief Description of Project
 <b>Asset Management and Operations</b>	MX+ Data Studio	Completed	The Project implemented a new bulk data load tool integrated with Maximo that reduces data-load times and costs, improves data quality, ensures compliance through audit trails of all data changes, streamlines data project lifecycles with rapid loading, and ensures that asset data is not stored outside of Maximo (no need for Excel files).
	Asset Digital Nerve Centre	Decommissioned	The project was originally aligned to our Operational Control Room, with asset feeds from analytics and related tools fed into large multiple displays where specialists would be able to assess the outputs. The scope was delivered via other initiatives such as corporate PI and smart monitoring.
 <b>Enabling IT</b>	Enabling Technologies	Deprioritised	This project was to identify and purchase enabling technology in line with Transmission business needs. Following a review at our Digital Investment Sub Committee, the decision was agreed to de-scope this project.

# Delivering for customers

## Establishing an Initial Integration Backlog with NESO

Our collaboration with National Energy System Operator (NESO) continues to strengthen as we align our efforts towards a seamless integration that will support the upcoming changes from Connection Reform. This initiative aims to prepare us for set application windows, necessitating streamlined and accurate data sharing. We have progressed with the technical aspects of the integration and progressing towards a full end to end proof of concept to prove both the technical aspects of the integration, alongside the benefits this will bring to the business and our customers.

## Developing our CRM System Functionality

Simultaneously, we have been advancing our CRM system functionality, focusing on functionality that directly supports our customers and enhances colleague collaboration. This includes crucial elements such as Applications and Offers, case management, complaints handling etc which are vital for delivering quality service and connecting customers. We recognise the complexity involved, especially regarding the various handover points and interactions between SSEN Transmission, our customers, NESO, and internal teams. We're aiming to minimise application fallout and ensuring a 'happy path' experience that aligns with the new industry changes with connections reform.

## Enhancing Customer Service and Relationship Management

A core focus of our CRM development is improving customer service and relationship management. Drawing from our Voice of Customer (VOC) feedback, we are establishing functionality to deliver a systematic cadence of contact with our customers and compiling information to help build a 'corporate memory' of our customers. These are vital for providing consistency and enhancing our customers' engagement with us.

## Positive Feedback from Investment Planning Engineers

We continue to have fantastic collaboration across the whole business working closely with our Investment Planning engineers to ensure our end-to-end processes are fully aligned and optimised using our core systems. This continued input from our Investment Planning Engineers ensures we can respond to customer applications with the best option using accurate data and easy to use systems. Our engineers are now frequently attending CRM demo sessions and inputting to the direction of CRM to ensure their requirements are understood and prioritised. This continued collaboration shows that we continue to take an end-to-end approach when introducing new systems to ensure we are as efficient as possible for our customers benefit.

## Strengthening Expertise with Full-Time SMEs

To ensure our CRM meets requirements and optimise the customer journey, we continue to work with a dedicated product owner and full time SMEs (subject matter experts) which ensures the functionality developed in CRM compliments our new business processes and ways of working. We are also actively engaging with other value streams to explore internal integrations across SSEN Transmission's investment planning and project management systems. This cross-functional alignment will support our CRM as a central hub for connections and customer information, further enhancing data transparency and operational efficiency.



# Delivering for stakeholders and wider society

## Launch of Stakeholder Engagement Strategy

We proudly launched our newly improved Stakeholder Engagement strategy. The journey was highlighted on our website and shared across social media channels. The draft strategy, published in November 2024, invited stakeholders to review and submit feedback. Incorporating this valuable feedback, we finalised the strategy, ensuring it aligns with stakeholder needs and expectations.



### Our commitments

#### Being purposeful and timely with our engagement:

Acknowledging employees' busy workloads and priorities, we create focused engagement opportunities aimed at driving positive outcomes and making SSEN Transmission an even better place to work.

#### Seeking input and learning from experience:

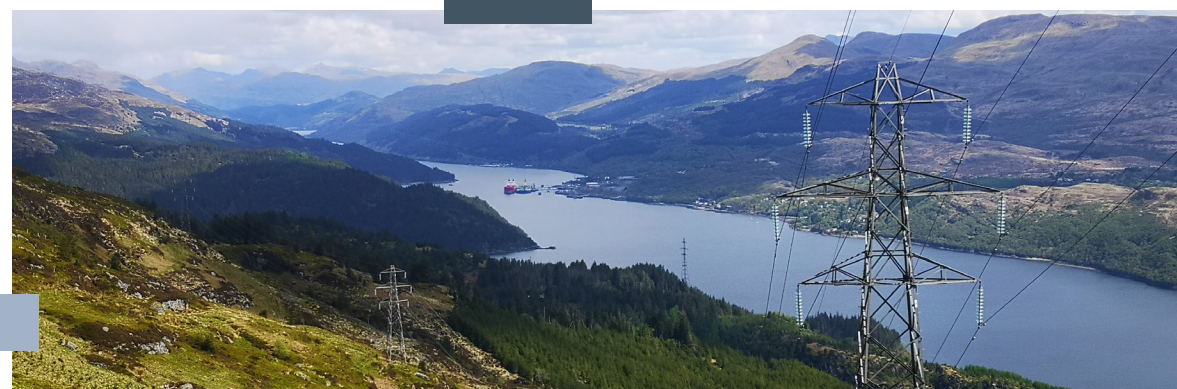
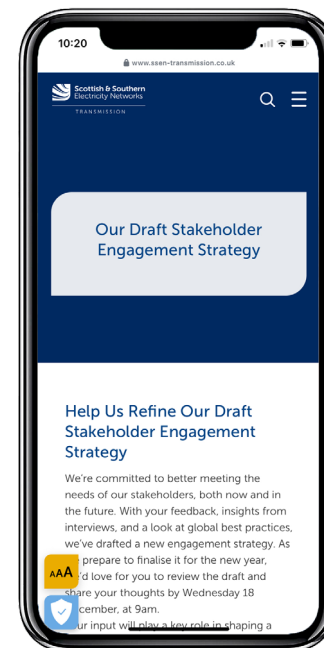
We gather insights throughout the year using a blend of formal and informal employee listening activities, collecting feedback on ways to better support employee well-being, training and development, and recognition.

#### Adapting and responding to employees' needs:

Working with the relevant business leads to understand the qualitative and quantitative employee feedback, identifying key themes and creating targeted action plans to address employee concerns. As our workforce grows, we will continue to make positive changes to our ways of working and communication approach, providing clear information on decisions and reasoning along the way.

#### Providing regular and effective means of consultation and negotiation at local business level:

We work with our Trade Union partners to discuss business specific organisational issues and aim to resolve business specific problems by agreement.





# Using the web to deliver for our stakeholders

## Lending a helping hand in the communities we serve

All SSE employees have the opportunity to take one day a year away from the office to volunteer in their local communities through our Be the Difference programme. Each member of staff can do things like helping at hospices, litter pickups or helping community groups. To focus on the communities in areas where we carry out our work, we created a webpage and a 'Volunteering Nomination Form' to allow stakeholders to let us know if they could benefit from extra support our team members can provide. If you need some help [visit our website](#) for more information.

## Supporting the communities near the Eastern Green Link 2

[Eastern Green Link 2](#) is a jointly developed project by SSEN Transmission and National Grid Electricity Transmission. The project will reinforce Britain's electricity network with a 2-gigawatt high voltage direct current (HVDC) electrical 'superhighway' cable link between Peterhead in Aberdeenshire and Drax in North Yorkshire, most of which will run in the North Sea. Eastern Green Link 2 is expected to be fully operational by 2029.

We [created a webpage](#) to launch and capture interest for a project fund which is part of our Community Benefit funding initiative, aiming to support strategic development particularly in Peterhead and the surrounding areas.



# Using the web to deliver for customers

## RIIO-T3 information centre

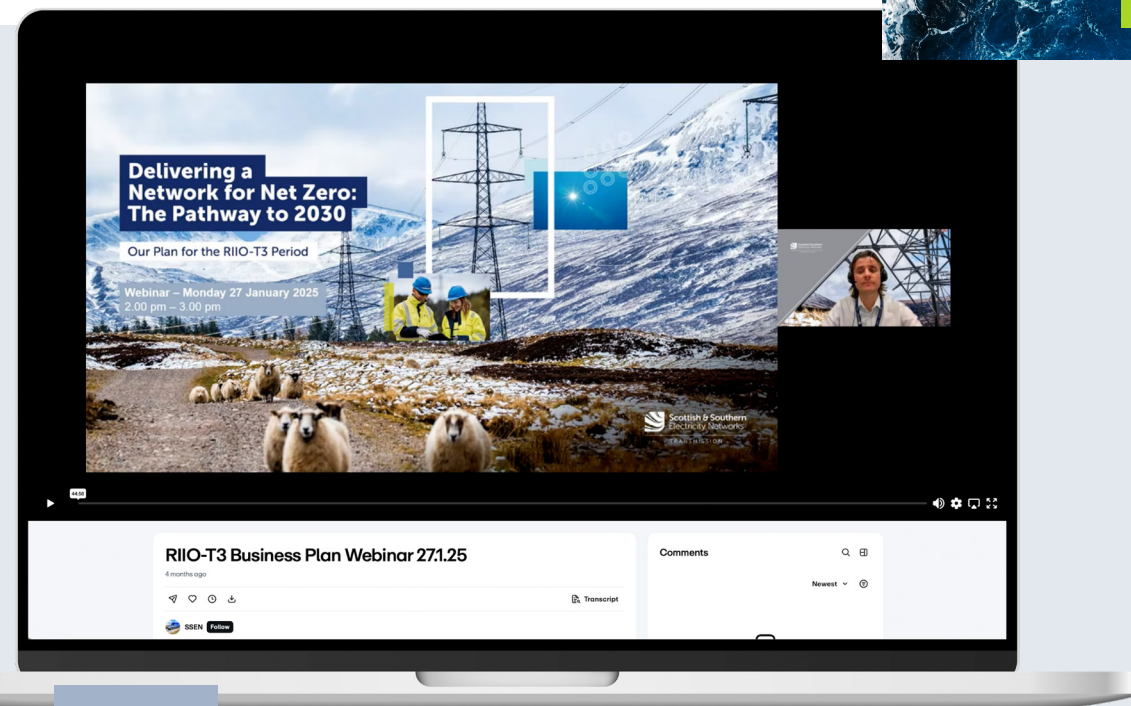
We launched our Business plan for the RIIO-T3 period accompanied by a RIIO-T3 information centre, which contains all the information you need for the next price control period (1 April 2026 – 31 March 2031). In addition to sharing our full plan in PDF format, we also have links to our Business Plan Webinar, hosted by Chris Bell, our Head of Stakeholder Engagement and more, all of which you can find [here](#).

## Educating the public about safety around our assets

Managing our assets effectively is not only essential to keeping the lights on, it also directly contributes to keeping prices low for bill payers. When managing our assets, safety is our top priority, so we've created an area on our website to give people the information they need when working near our equipment. We've also provided an alternative method of contact for those looking for extra support and safety guidance when planning to carry out work near our assets. Anyone looking for advice can use our easy-to-complete webform to provide details of the work they are planning, and our asset management team will get in contact to ensure they are always safe at work.



[Additional Information on our Asset Management strategy](#)





# Leveraging social media

## Wider Reach and Impressions on Social Media

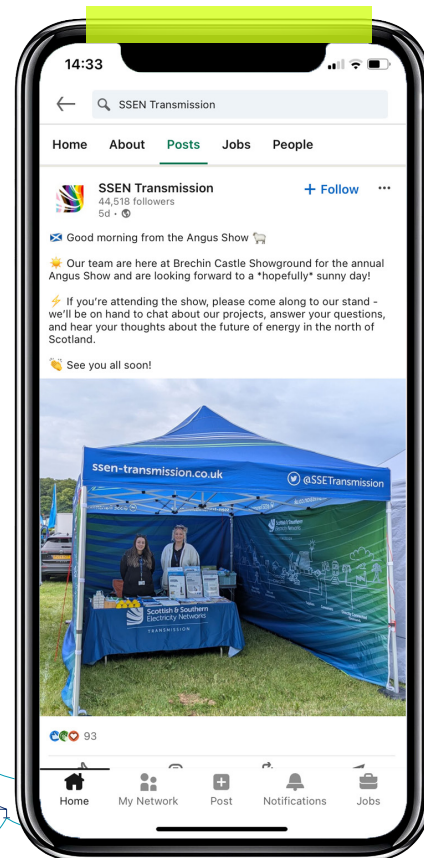
Over the past year, our social media efforts have yielded impressive results, demonstrating the effectiveness of our organic strategy. We have achieved a total of 5,073,210 impressions and a reach of 598,327 across our social media channels. This includes achieving a significant milestone of 40,000 followers on LinkedIn. Breaking this down, we recorded substantial growth compared to the previous year, where we had 501,538 impressions and 25,172 followers. These figures highlight our ability to connect with our audience and amplify our message effectively.

## Public Engagement Events

Our enhanced engagement strategies have significantly improved participation in our public engagement events. By leveraging our social media platforms, we have been able to promote these events more effectively, leading to higher attendance and more meaningful discussions. These engagements allow us to gather insights and input from diverse stakeholders, which are invaluable for our ongoing projects and initiatives. Our social media team has helped to support the promotion of all 40 Community Events.

## Digital Positioning and SEO

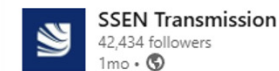
Our digital positioning has improved significantly, moving from 5th to 3rd place among our peers (National Grid, NKT, SSEN Transmission) based on LinkedIn analytics. Our SEO score has also seen a remarkable increase, rising from 22/100 in FY 2023/2024 to 84/100 in FY 2024/2025. These improvements reflect our ongoing efforts to enhance our digital presence and ensure that our content is easily discoverable and engaging for our audience.



# 40,000

Followers on  
**LinkedIn**

We are thrilled to announce that we have officially reached 40,000 followers on our main LinkedIn channel, more than doubling our follower numbers in just 18 months. This incredible growth showcases the significant opportunities that social media can bring in terms of engagement and outreach.



👤 40,000 of you - and counting!

Our business is growing faster than ever, with major plans underway to help support and power an [#EnergySecure](#) and [#CleanPower](#) future.

💡 As we work towards delivering our ambitious 'Pathway to 2030' investment programme and beyond, engagement is at the heart of everything we do - and staying connected with our communities and stakeholders is more important than ever.

Whether it's through in-person events, over our social channels, or engaging with our team - your engagement helps shape what we do. And we're delighted to have over 40,000 of you following us here on LinkedIn!



# 40,000

# Leveraging social media

## Moving the Grid Forward with the SP Energy Networks and National Grid

After months of planning, the three Transmission Operators, coordinated by the Energy Networks Association (ENA), have kicked off a joint campaign. The “Moving the Grid Forward” campaign aims to drive public awareness, buy-in, and positive sentiment around clean energy infrastructure upgrades.

This campaign consists of television and radio ads, public affairs activity, and a first-of-its-kind in the Transmission space social media campaign using channels like Facebook, TikTok, and LinkedIn.

The campaign will cover topics such as energy self-sufficiency, job creation, electricity demand growth and more affordable energy, all to educate the public on the importance of upgrading the network.

moving the *grid forward*

### UPGRADING OUR GRID UNLOCKS OPPORTUNITY

Our lives are more reliant on electricity than ever. Upgrading our power grid will unlock Britain's renewable potential and deliver cleaner, homegrown energy.

Moving the Grid Forward, Moves Us All Forward. Join us in building a cleaner, more secure, and prosperous future for the UK.

moving  
the grid  
*forward*





# Accessing this document and other information

We understand the value of involving diverse groups of people in our work and the importance of being accessible and easy to deal with. As a stakeholder-led organisation that works to AccountAbility's AA1000 Stakeholder Engagement Standard, SSEN Transmission is committed to continuously improving its stakeholder engagement practice and processes to make sure we are inclusive and accessible throughout your engagement with us. If you would like a printed copy of this document or require it in an adapted format, such as large print, please get in touch so that we can accommodate your preferences. We have been working towards maintaining and enhancing our AA1000SES Stakeholder Engagement Maturity ldr score for 2025, and we're proud to share that we have reached 95%, a 7% increase on last year's score.

When you visit our website, you can use a variety of support tools within the Recite Me toolbar to read and understand content in a way that works for you. Features include customisable styling features, multiple reading aids, and a translation tool with over 100 languages including 65 text-to-speech. Our website users can launch the Recite Me assistive toolbar by clicking the yellow treble-A icon on our website. For more information on Recite Me, please visit our [accessibility web page](#).

## Requesting information

If you are unable to access our [website](#) or reach us via [email](#) and require information about our Products and Services, please call our **External Relations Team on 0345 0760 530** or write to:

**SSEN Transmission | Grampian House | 200 Dunkeld Road | Perth | PH1 3GH**

This SSENT Digital Action Plan (June 2025) represents a full view of planned, ongoing and completed initiatives. There have been no projects deprioritised nor discontinued in the period. For detail on previous achievements under our Digital Action Plan initiatives, please refer to the previous iterations of this plan which are archived on our website. These are also available by post upon request.





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



TRANSMISSION