Digitalisation Strategy Action Plan

Driving digital transformation, delivering value for customers and enhancing cyber security

December 2025

SP Electricity North West

Contents

SP Electricity North West

1. Our Digitalisation Strategy and Action Plan

SP Electricity North West

Our vision: To be the most digitalised and cyber-secure distribution network operator in GB

Our digitalisation strategy sets out how we use technology and data to improve customer service, business resilience and business efficiency.

Technology, information and data are becoming increasingly important at SP Electricity North West as we strive to improve efficiency, drive innovation, increase transparency and support the transition to net zero.

The strategy is a key component of our business plan for 2023 – 2028. It describes how information technology will help us achieve our goals and how we will use digital products and services to meet the needs of our customers and other stakeholders.

Our strategy is complemented by this six-monthly digitalisation action plan that describes our progress and sets out how we will transform and automate business processes to create additional value for customers and stakeholders.

Our strategy is built on three strategic themes:

Protect — Protecting our critical national infrastructure from digital threats

Innovate — Taking advantage of technology to further enhance our sector-leading reliability and capacity performance

Automate — Automating to continue our relentless pursuit of efficiency to deliver stakeholder value

These themes will drive our strategy – from our high-level technology portfolio through to the key activities in this latest action plan – ensuring we continue to deliver the best digital solutions for all our customers.

2. Customer service

At SP Electricity North West, we believe that exceptional customer service is the foundation of a successful digitalisation journey. By prioritising customer engagement and feedback, we strive to deliver a 10/10 customer service experience that meets the evolving needs of our customers.

- Our customer-centric approach is embedded in our business planning process, ensuring that customer perspectives are at the forefront of every decision

- We seek customer input via focus groups and targeted customer segmentation research

- Our understanding of customer needs and priorities enables us to tailor our digitalisation initiatives to deliver a seamless and positive customer experience

See our customer service action update

2.1 Customer service action update

SP Electricity North West

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Provide on-site quotes for first time service alterations to customers	Automate	• Customers • Charity partners/ NGOs • Digitally excluded	• Hold feedback sessions to focus on improvements • Assess feasibility and affordability • Develop engagement and trial plan	March 2026	Ongoing	• Percentage of first-time service alterations with on-site quote • Reduced site visits at delivery	• Business plan developed • We're assessing stakeholder feedback and undertaking a cost benefit analysis • An update on next steps will be provided in June 2026
Review communication channels to ensure they are accessible to all customers	Automate	• Customers • Internal customers	• Automated voice journey	November 2025	Complete	• Improved CSAT score	• Functionality delivered. Allows customer team to deliver automated fault journey updates to customers with a landline
			• Service faults customer journey	November 2025	Complete		• Functionality tested and signed off against proposed design. Will align with the existing customer journey for incidents such as HV faults
			• Medically dependent	November 2025	Complete		• Allows the interactive voice response in Storm to handle/route customers with a 'medically dependent' vulnerability • Allows tailored messages to be targeted at groups of customers if impacted by a fault

2.2 Case study: Customer relationship management

We're improving our service by enhancing the way we manage our relationships with customers to meet changing business needs and to give our customers the best experience possible.

A customer relationship management (CRM) system is a system that helps businesses manage their interactions with customers, improve relationships, streamline processes and ultimately improve customer satisfaction.

Our previous CRM platform was no longer fit for purpose, being a legacy service, which was cumbersome to change, and which could not react to the ever-changing needs of our customers.

It is also important that our CRM system – which manages customer records and sensitive data – is fully compliant with the Enhanced Cyber Assessment Framework (eCAF).

Following industry standard investigations into solutions available in the market we selected an upgraded CRM solution.

Our new, modern customer relationship management solution gives us great flexibility and capability by enabling us to continuously improve the experience we provide to our customers. It also includes tools for analytics and increased productivity, as well as a future platform for AI development.

The new platform went live in November 2025 and will streamline processes, improve customer engagement and provide more real time updates through integration with our telephony system.

It provides the technology, processes and culture that will deliver the changes we need to support and enhance the management of our vulnerable customers and complaints and enquiries processes. It will also support our colleagues and help them provide the best possible service to our customers.

The CRM is scalable and secure, and improves our service to customers by:

- Providing a unified platform instead of multiple disconnected systems

- Driving efficiencies through automated processes

- Working seamlessly with Microsoft 365 (Office apps), Power Platform (Power BI, Power Apps, Power Automate) and Azure

- Building a platform to deliver for ED3 and beyond

3. Customers in vulnerable circumstances

Our strategy is designed to address the unique challenges faced by customers in fuel poverty, those living with disabilities, ethnic minority communities, elderly individuals, low-income households, rural communities, single-parent families and anyone else in vulnerable circumstances.

Our strategy outlines four key priorities:

- **Streamline the registration process:** Simplify the registration process for our Extra Care register to ensure easy and quick access for eligible customers

- **Enhance network reliability:** Improve the reliability of the local network, particularly for customers in vulnerable circumstances, to ensure a consistent and dependable service

- **Strengthen partnerships:** Develop and refresh our network of partners to provide comprehensive and additional support to customers in vulnerable circumstances

- **Eliminate service barriers:** Minimise the risk of creating barriers to services, especially in the transition to net zero, ensuring inclusivity and accessibility for all

See our customers in vulnerable circumstances action update

3.1 Customers in vulnerable circumstances action update

SP Electricity North West

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Provide low carbon/energy saving advice to customers	Automate	• Customers • Supply chain • Charity partners/ NGOs	• Merge microsite and add new features including Homewise tool calculator – design and test	July 2025	Complete	• Improved CSAT score • Number of customers accessing site	• Microsites are now merged into one website hosting energy saving and low carbon information as well as an online energy saving tool Homewise • Continuous development will include a series of energy saving/low carbon modules
			• Ongoing development – including videos and new initiatives	March 2026	Ongoing		
Use power outage alerts in combination with smart meter data to check effect on vulnerable customers	Automate	• Customers • Supply chain • Internal customers	• Scope the required work to integrate outage information with smart meter voltage data and bring forward proposal	July 2026	Ongoing	• Improved speed of notification of vulnerable customers affected	• We have completed a design for how we will flow smart meter data into our data platforms • The project to deliver this design has been agreed and is under way
Automate data sharing with water suppliers	Automate	• Internal customers	• Replace manual data sharing between DNOs and water companies with a fully automated process which will mirror data flow process with suppliers	January 2026	Ongoing	• Improved CSAT score	• Engaged with ESG Global and Electralink to test data to ensure we are ready for go live • Industry-wide delays as water companies have not yet agreed contracts

4. Network management & resilience

We recognise the strategic value of digitalising the management of our network as this enhances its operational efficiency and enables us to better manage its reliability and resilience in the face of increasing demand and changing climatic conditions.

- During RIIO-ED1 we digitised our network at all voltages into a connected network model

- We have installed enhanced monitoring and remote switching devices which allow us to respond to faults as they develop

- We combine information about our assets to target investment in areas where power cuts are most likely and have the greatest impact on customers

- We are taking measures to enhance the resilience of our infrastructure, investing in flood defences, strengthening overhead lines, vegetation management and cyber security

- As part of our response to Storm Arwen we are developing a ground-breaking model which will evaluate network resilience and enable us to better target investment

- We're using digital technology to provide our people with the information, training and tools they need to operate safely

See our network management & resilience action update

4.1 Network management & resilience action update

SP Electricity North West

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Detect and repair network damage more quickly to improve customer service and safety	Innovate	• Customers • Supply chain • Regional, social, economic and environmental stakeholders	• Rollout LV PRESence 'fault radar' to 95% of our customers by end of RIIO-ED2	March 2028	Ongoing	• Improved CSAT • Reduction in customer interruptions and customer minutes lost	• LV PRESense programme completed ahead of target • 69.7% of LineSIGHT sensors installed halfway through ED2 period (target 2,200 units)
			• Install LineSIGHT sensors at 900 sites on 3,500 circuits by the end of RIIO-ED2	March 2028	Ongoing		
Upgrade geographical information system (GIS) to improve customer service and safety	Automate	• All	• Replace legacy applications with one GIS to improve user experience for colleagues and reduce the complexity of our applications	September 2026	Ongoing	• GIS implementation • Data flows available to other key systems using geospatial information	• The project is now in full swing with a dedicated project team working towards full operational implementation
			• Develop modern user interfaces and a better data model that's more aligned to industry standards	September 2026	Ongoing		
Allow authorised stakeholders to view outage data alongside data from other DNOs for a national picture of outages *	Automate	• Digital futures advisory panel • Political, regulatory and public sector	• Secure the system setup and align with an upcoming application programming interface (API)	July 2026	Ongoing	• Authorised users able to access SP ENW outage data alongside national picture of other DNOs	• Phase 1 implementation completed February 2024 • Phase 2 implementation completed January 2025 • Phase 3 planning ongoing

* Service improvement objective included as part of the Digitalisation Re-opener submission. Implementation of certain projects in the Re-opener portfolio is dependent on Ofgem decision later in 2026.

4.1 Network management & resilience action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Implement cyber standards across IT services to protect critical national infrastructure	Protect	• Political, regulatory and public sector • Customers	• Migrate to ISO 27001:2022 • Implement new cyber security management system polices • Deliver programme to achieve enhanced Cyber Assessment Framework (eCAF) profile	Demonstrable progress - December 2025	Ongoing	• ISO 27001:2022 attained • eCAF programme delivered on time	• eCAF implementation continues with strategic frameworks being drawn up for programme maturation and sustainability
Regulate voltage on low voltage networks to reduce costs to customers	Innovate	• Customers • Digitally excluded • Regional, social, economic and environmental stakeholders • Charity partners/NGOs • Supply chain	• Install 1,180 on-load tapchangers (OLTCs) by the end of RIIO-ED2	December 2028	Ongoing	• Equipment installed • Improved CSAT	• Over 20% of installation programme achieved • On track to complete programme by the end of 2028

4.1 Network management & resilience action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Grid code change - GC0139 to improve data exchange and facilitate transition to a smart, flexible energy system *	Automate	• Digital futures advisory panel • Political, regulatory and public sector	• Increase the scope and detail of planning data exchange between network operators and NESO by aligning processes and providing greater granularity of data	June 2026	Ongoing	• Successful implementation of the grid code change	• SP ENW proposed this code modification, subject to Ofgem's consent • We have begun the planning and design of the grid code change
Implement Celsius+ *	Innovate	• Digital futures advisory panel	• Rollout Celsius technology to next tranche of substations as part of SP ENW business model	January 2028	New	• Design completed • Software and infrastructure developed and live and fully integrated with existing asset management solution	• Concluded scope and design of first rollout of Celsius+

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5. Distribution system operation

Distribution system operation (DSO) represents a transformation in network management, propelling the North West towards a future defined by customer-centric benefits, cost-efficient operations and enhanced network accessibility.

- As the North West's network operator, we are uniquely positioned to drive the transition to net zero

- Our goal is to provide customers with reliable and affordable access to network capacity, ensuring the seamless integration of renewable energy sources and distributed energy resources while enabling the transition to net zero

- Through our commitment to digitalisation, we will empower our customers to begin their decarbonisation journeys

- We will increase optimised network performance and accelerate the transition to net zero

- As a social DSO, we will strive to use digital technology to deliver social and environmental value for the communities we serve

See our DSO action update

5.1 Distribution system operation action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Grow the market for BiTrader, our curtailment trading platform	Innovate	• Customers	• Complete the build of the BiTrader system to allow live trading	July 2026	On track	• Trading activity on the platform • Increase in overall capacity	• Live trials started in November 2025 • Full results available mid-2026
Allow better sharing of asset information to other systems, especially external systems	Automate	• Political, regulatory and public sector • Supply chain • Regional, social, economic and environmental stakeholders	• Create common information model (CIM) format models for the EHV network as required for the LTDS	November 2025	Complete	• Ofgem confirm compliance with licence conditions • Successful transfer of CIM compliant models	• First major deliverable completed in October: a comprehensive digital model of our entire network • First CIM-compliant network profile published on 28 November – a key milestone in making our network data more accessible and interoperable
			• Create common information model (CIM) format models for the sub-transmission network as required by proposed modification to the Grid Code	January 2027	Ongoing		
Improve operational data stores to provide flexibility and scalability	Automate	• Political, regulatory and public sector • Supply chain • Legal and financial partners	• Develop and expand operational data stores to support a range of internal and external uses including a new network resilience model	June 2026	On track	• Reduction in operational data requests • Increase in availability of real/near-real-time data	• Work is underway to move to a new model to provide flexibility and scalability • Design activity progressing – on target to start build of the solution in Q1 2026

5.1 Distribution system operation action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Provide more tailored communications to customers	Automate	• Customers • Charity partners/NGOs • Digitally excluded	• Launch data education hub	July 2025	Complete	• Improved CSAT score • Improved DSO stakeholder panel score	• Data hub pages further enhanced to provide more questions and answers • Data portal search tools expanded, AI search and more datasets added • We will continue to evolve these tools to ensure customers have excellent personalised experiences
			• Further enhance educational content to simplify customer and stakeholder experience	July 2025	Complete		
Data sharing infrastructure *	Automate	• Digital futures advisory panel • Political, regulatory and public sector	• Implement data sharing infrastructure platform	September 2026	New	• Data sharing platform live and in use	• Consulting with NESO on requirements
Implement CLASS Phase 3 *	Innovate	• Digital futures advisory panel	• Implement the final phase of the innovation project CLASS	March 2026	New	• Successful implementation of CLASS Phase 3	• Project started to redesign CLASS metering systems to provide fast live metering data in line with new market requirements
Implementation of Local Area Energy Planning+ (LAEP+) *	Innovate	• Political, regulatory and public sector • Digital futures advisory panel	• Engage with solution provider • Present to stakeholder community • Conclude design • Implement technology solution	April 2026	New	• Successful implementation of LAEP+	• We have begun work to engage solution provider • We will then share proposed solution with stakeholder community and conclude design

* Service improvement objective included as part of the Digitalisation Re-opener submission. Implementation of certain projects in the Re-opener portfolio is dependent on Ofgem decision later in 2026.

6. Our data journey

We are continuing to develop our data portal which offers access to a diverse catalogue of datasets in a variety of formats to more than 2,350 unique stakeholders.

Our data portal provides access to a vast range of datasets, reports and digital network tools. We now have over 2,350 registered users with access to more than 85 datasets and additional dedicated portal pages. Stakeholders can visualise data via the Map tool analyse through the Chart tool – and export to multiple formats or ingest via API.

Our analytics show the portal now receives an average of over 100,000 API calls and interactions per month.

Our commitment to accessibility

We are committed to providing data as openly as possible. Most of our datasets are published under the Creative Commons open licence, which allows our stakeholders to use the data for their own purposes. Where possible, we will continue to identify, develop and publish datasets in this way. A roadmap on our website is refreshed regularly to set out which datasets we are planning to publish and when.

A different perspective

We are always looking for ways to enhance the value of our datasets. Sometimes this is achieved by utilising external datasets to offer a different perspective. We have made datasets available from Microgeneration Certification Scheme (MCS), DVLA, Natural England, Environment Agency, Ordnance Survey and The Office for National Statistics.

Maintaining sensitive data

As a provider of critical national infrastructure and a controller of personal and commercially sensitive customer data, it's important that we triage and classify the data we share. We will continue to work with the rest of the industry and government to ensure that appropriate data triage processes are adopted nationwide.

We also recognise that certain datasets contain sensitive information which cannot be mitigated through triage processes.

We are publishing these datasets through a shared licence, where the data will be made available to selected users, who match our criteria and agree to the licence terms.

Next steps

We are continually assessing the data we publish, exploring different ways to format data to add additional value, or visualising it in clearer, innovative ways to make it more accessible.

We will continue to seek guidance from our stakeholder panel and engage with regional stakeholders to share knowledge and gain feedback to enable better and more coordinated decision-making.
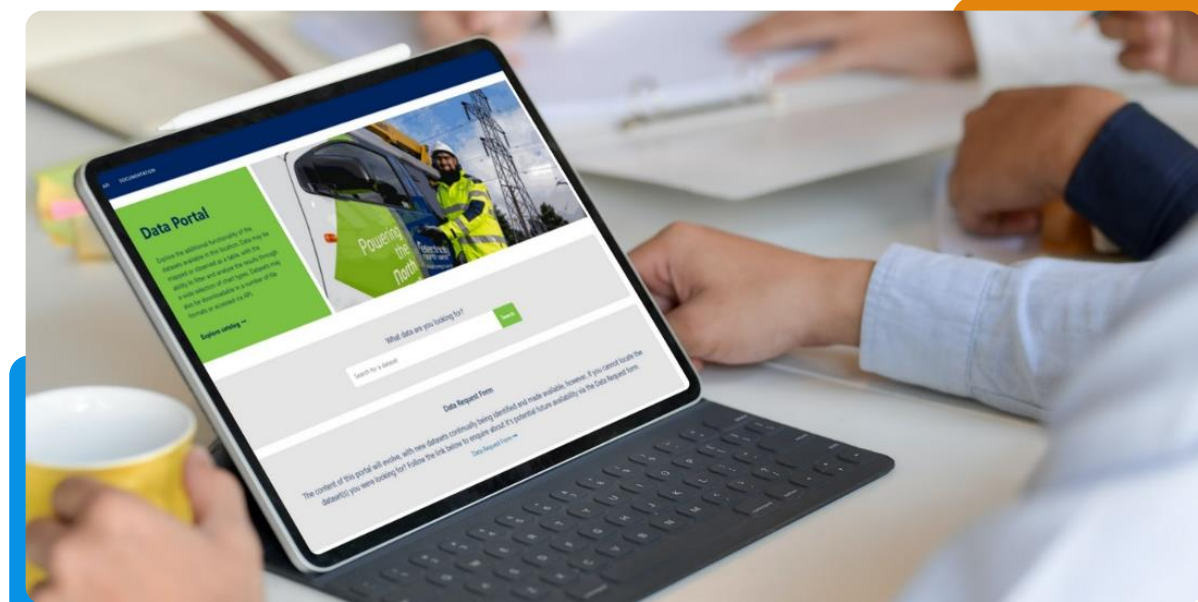
7. Internal operations

We continue to transform our internal operations, covering procurement, safety, fleet management, digital workplace, management information (MI) reporting, workforce skills development, work and asset management, authorisation processes, digital training capability, integration hub and strategic data platform.

Creating more streamlined and efficient internal operations is key to our digital transformation and we continue to progress initiatives in line with our Digitalisation Strategy to support this. This includes:

- Removal of inefficient legacy applications and modernising our key business applications

- Investment in operational systems

- Continued transformation of data and information management

- Continuous improvement of processes

See our internal operations action update

7.1 Internal operations action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Increase operational efficiency for customers and improve driver safety	Automate	• Supply chain • Regional, social, economic and environmental stakeholders • Customers	• Rollout telematics to our fleet vehicles to improve driver behaviour	June 2025	Complete	• Telematics rolled out across fleet • Driver incident reduced	• Telematics hardware will be installed in company vehicles as part of business as usual • A driver scorecard app will be trialled with 50 drivers as part of business as usual • Baselining of telematics data on three parameters started in August 2025
Create a modern integration hub for providing open data and for sharing data between different business systems	Automate	• Supply chain • Internal customers	• Move integrations from our current integration platform to a new cloud-based platform	July 2026	Ongoing	• Legacy integration platform decommissioned • Workloads running via new cloud platform	• A project to enhance our existing API management platform and associated systems started in spring 2025 • We are also developing a number of APIs using the same technology to support the work of the DSO team

7.1 Internal operations action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Digitalise our work and asset management systems to improve customer service	Automate	• Customers • Supply chain • Internal customers	• Expand digital management of tooling	March 2026	Ongoing	• Improved management of assets leading to better reliability and efficiency of investment	• Work ongoing to capture data for including in the work equipment portal for hand arm vibration
			• Optimise travel times of cyclical inspection work programmes	March 2026	Ongoing	• Increased productivity for cyclical inspection work	• Continuing to work on reprofiling the inspections and maintenance programme to level the profile of work generation
			• Digitalise requests for reinstatement permits and for SWUK spoil risk assessment requirements	October 2025	Complete	• Timely provision of accurate information to contractors on reinstatement of completed excavations	• Information available via contractor portal so reinstatement can be costed and completed • Contractors provide evidential support for work undertaken due to variations • Allows streetworks team to raise any necessary permits
			• Continue to embed Chime Locate to improve resource dispatch and fault restoration times	December 2025	Complete	• Increased engagement with Locate	• The Hub now has access to data to see locations of engineers in real time • Continuing to drive performance improvement and uptake

7.1 Internal operations action update

SP Electricity North West

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Create a new strategic platform for critical data to manage performance and optimise customer service for use with Power BI	Automate	• Customers • Supply chain • Political, regulatory and public sector	• Complete population of remaining datasets into data lakehouse	September 2028	Ongoing	• Performance management metrics available to business service teams • Percentage of identified datasets into strategic data platform	• 70% complete – asset data, project planning and procurement data now included • Plans being put in place to deliver data products based on maximum business value
Market-wide half hourly settlement (MHHS) programme ready*	Automate	• Supply chain • Digital futures advisory panel • Political, regulatory and public sector	• Design, develop, test and deploy new systems to support the MHHS programme migration	September 2025	Complete	• MHHS programme independently qualified	• Implementation completed and qualification confirmed in September 2025 in readiness for start of industry migration from October 2025 • 18-month industry migration phase started
			• Start of migration	October 2025	Complete		
			• Full industry go-live	March 2027	Ongoing		

* Service improvement objective included as part of the Digitalisation Re-opener submission. Implementation of certain projects in the Re-opener portfolio is dependent on Ofgem decision later in 2026.

7.1 Internal operations action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Improve ongoing data governance processes to ensure secure data exchanges and better support for regulatory requirements	Automate	• Political, regulatory and public sector • Supply chain	• Define and agree triage process for publication of open data	September 2025	Complete	• Data quality and assurance • Turnaround of requests to open data portal	• ENA's DDSG Triage Working Group has collaborated with SME to create updated version of data triage playbook • Developed a standardised risk/ mitigation triage document to be adopted cross-sector and applied to all published datasets
			• Retrospectively apply new triage tool to all published datasets. Publish to the Portal, summary details of the risk and mitigation elements that have been identified for each dataset (where appropriate)	June 2026	Ongoing	• Datasets updated on open data portal	• Work begun to retrospectively apply new triage tool to all published datasets

7.1 Internal operations action update

Service improvement objective	Digital strategy theme	Stakeholder groups engaged	Actions	Target completion date	Status	Measure	Update
Offer assurance on internal processes and governance to allow suppliers to work within IT delivery frameworks	Protect	• Supply chain	• Ensure governance around third party suppliers	December 2025	Complete	• Tools for supply change management assurance launched	• Assurance implemented to support IT delivery frameworks
Replace wayleaves payment management system to ensure effective compensation for landowners	Automate	• Legal and financial partners • Internal customers	• Replace existing system with more efficient platform to improve and expand reporting functionality with built in audit processes and peer approvals	December 2026	Ongoing	• New payment management system online • Improved data accuracy on land rights • Links to GIS system	• Project has now started and we have moved into the contracting stage • New system will be developed during 2026, targeting December 2026 for parallel running before go-live
Implement a data governance framework for reporting and analytics data	Innovate	• Internal customers	• Identify key data domains and owners • Create data quality reporting and data cataloguing for key data items • Implement role profiles for data owners and stewards • Implement governance framework and policies	December 2026	On track	• Improved understanding and accessibility of business-critical data	• Governance framework high level design complete • Plan in place to deliver lighthouse implementation

7.2 Case study: Digitalising fault and reinstatement management

SP Electricity North West

Our new digitalised process provides accurate, up-to-date information to our teams and contractors, enabling them to work more efficiently, improve productivity, reduce costs and improve customer service.

In 2021 we developed an all-in-one IT solution to replace our outdated work and asset management systems and enable new and improved ways of working.

As part of this solution we have now digitalised requests for permits, reinstatement work and spoil risk assessment requirements to improve our inefficient outdated processes.

Under our previous process, information management between our operations teams, streetworks teams and reinstatement contactors, was inefficient. Work instructions to contractors often lacked the information needed to accurately cost and carry out a reinstatement. And poor information provided to local authorities for raising permits could lead to disputes and fines for SP ENW.

Our new reinstatement solution allows our jointing teams to use their mobile devices to log information before, during and after work on site which can be accessed by everyone involved in the reinstatement process. The system's functionality allows:

- The streetworks team to access timely information to request permits and reinstatement work
- Field teams to report damage
- Contractors to access accurate and timely information via the contractor portal.

The new system has improved the management of the reinstatement process, enabling us to provide our contractors with information on location, carriageway type, measurements, access details, all supported by photographic evidence, which allows for the reinstatement to be costed and completed more efficiently.

For any variations, contractors can provide evidence for any work undertaken such as photographs, which provides us with greater commercial control.

Benefits

- Reduces time to reinstate
- Reduces variations and overruns
- Reduces costs
- Improves management information
- Easier to provide photographs and other evidence reducing the potential for disputes

8. Have your say

Stakeholder feedback is crucial to ensure informed decision-making. We welcome your views on our action plan and our digital progress. Please send your thoughts to StakeholderEngagement@enwl.co.uk.

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