

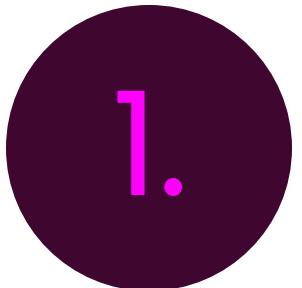
Digitalisation Strategy & Action Plan



December 2025
Submission

Contents

The Digitalisation Strategy & Action Plan consists of three parts:



NESO Strategy

About NESO's mission, customers & Strategic Priorities.

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Digitalisation Strategy

How our people, process, tools and technologies deliver on our Strategic Priorities.

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Digital Charters & Action Plan

Providing initiatives, roadmaps and insights for how we achieve these ambitions.

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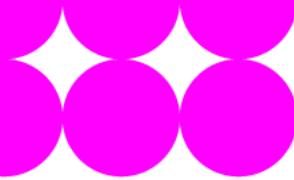
1.

NESO's Strategy

Our purpose, vision and values underpin everything we do, defining why we exist and how we deliver as NESO.

We will demonstrate that through embracing our core values and strategic priorities, we are redefining our role in the energy system, fostering collaboration and delivering tangible benefits across the entire energy landscape.





Foreword

Submission Overview

The energy landscape continues to evolve at pace, with decarbonisation, affordability, and security of supply remaining our core imperatives. As the organisation entrusted with planning and operating Great Britain's electricity systems, NESO is committed to delivering change through a whole-system lens—ensuring resilience, transparency, and innovation at every step.

- Since the publication of our June 2025 DSAP, we have made significant progress. Ofgem's approval of our new Business Plan ([NESOI](#)) sets a clear direction anchored in NESO's eight Roles within the energy market. We have strengthened our position as the [Interim Coordinator](#) for the UK's Data Sharing Infrastructure, reflecting our leadership in digitalisation and our responsibility to shape the sector's data future.

This December DSAP introduces Digital Charters, replacing previous cross-cutting efforts with concise one-pagers that draw a golden thread between strategy, business planning, and digital excellence. These charters embody the digital mindset embedded in our Corporate Strategy and reaffirm NESO's commitment to progression and market leadership. We have also highlighted progress across our Customer and Security principles to reflect progress made.

Our ambition is clear: by enabling employees, strengthening data sharing, embracing early AI adoption, and deepening collaboration with customers, we will create a more interconnected and efficient energy network.



Welcome to NESO

"Welcome to our December 2025 Digitalisation Strategy & Action Plan update. As CIO, I'm pleased to share the progress we've made since June 2025.

Rapid change across the energy sector keeps the urgency of decarbonisation, affordability, and resilience firmly in view, and I am pleased to show how our commitment to embracing digital technology and innovation is playing a key role.

At NESO, our ambition is to be a Digital Leader across the energy system, and our goal remains constant: digitalisation is central to delivering a net-zero energy future that works for everyone.

Our appointment as Interim Coordinator for the UK's Data Sharing Infrastructure is a decisive step on that journey, enabling a secure, joined-up approach to data that benefits the

whole market.

This DSAP also reaffirms how collaboration sits at the heart of our strategy. Your insights and collaboration continue to remain invaluable as we strive to unlock the full potential of digitalisation in the energy sector.

Thank you for being part of this transformative process as we work towards a cleaner, more secure energy future for all".



Shubhi Rajnish
NESO Chief Information Officer

Our Purpose and Vision

Our mission is to drive the transformation to a fully decarbonised electricity system by 2035, one that is reliable, affordable, and fair for all.

We will achieve this by planning and optimising Great Britain's electricity and gas networks, operating the electricity system, and shaping a unified energy future. Our role is to integrate and optimise energy approaches to tackle climate change, secure energy supply, and make costs manageable for consumers.

Digitalisation is central to this vision. By prioritising transparency and customer-focused solutions, we will empower consumers to actively participate in the energy transition

and create an inclusive energy landscape where digitalisation benefits everyone.

Delivering value for consumers remains at the heart of our efforts as we create an integrated, future-proof energy system for people, communities, businesses, and industry.

We are building strong partnerships and investing in our people to develop a unified digital ecosystem that drives innovation. Accelerating artificial intelligence (AI) adoption and enabling secure data sharing across the industry will enhance the efficiency of energy operations and their resilience while helping secure our vision for clean, reliable and affordable energy.



Our purpose is to forge the path to a sustainable future for everyone.



Our vision is a future where everyone has access to reliable, clean and affordable energy; our work will be a catalyst for change across the global community.

 [About NESO](#)

NESO's Strategic Priorities

As NESO, we have identified six Strategic Priorities that will guide our efforts through to April 2026, ensuring we fulfil our duties and achieve our purpose and vision.

Our 'Clean Power', 'Decarbonised Energy' and 'Consumer Value' priorities describe **what** we will deliver and our commitments under these priorities.

Our 'Customer Centricity', 'Digital Mindset' and 'People Value' priorities describe **how** we will deliver our commitments.



Clean Power

We will enable a zero-carbon electricity system by adopting a whole system approach, encouraging innovation and collaboration.



Decarbonised Energy

We will develop integrated plans for a decarbonised, efficient and flexible energy system fit for the future.



Drive Consumer Value

We will have unlocked around £3 billion of consumer benefits by 2026 through delivery of our commitments.



Customer Centricity

We will understand and balance the different needs of our customers to form meaningful partnerships.



Digital Mindset

We will unlock the potential of technology and teamwork through a digital-first approach, enabling a future of seamless connectivity and innovation at pace.



People Value

We will invest in our people, to ensure we are prepared and empowered to embrace the opportunities of the future.



NESO Strategic Priorities

*Please note, these Strategic Priorities are relevant through April 2026 & will be updated in the June 2026 submission to reflect Strategic Goals communicated in the NESO1 Business Plan

Our Customers

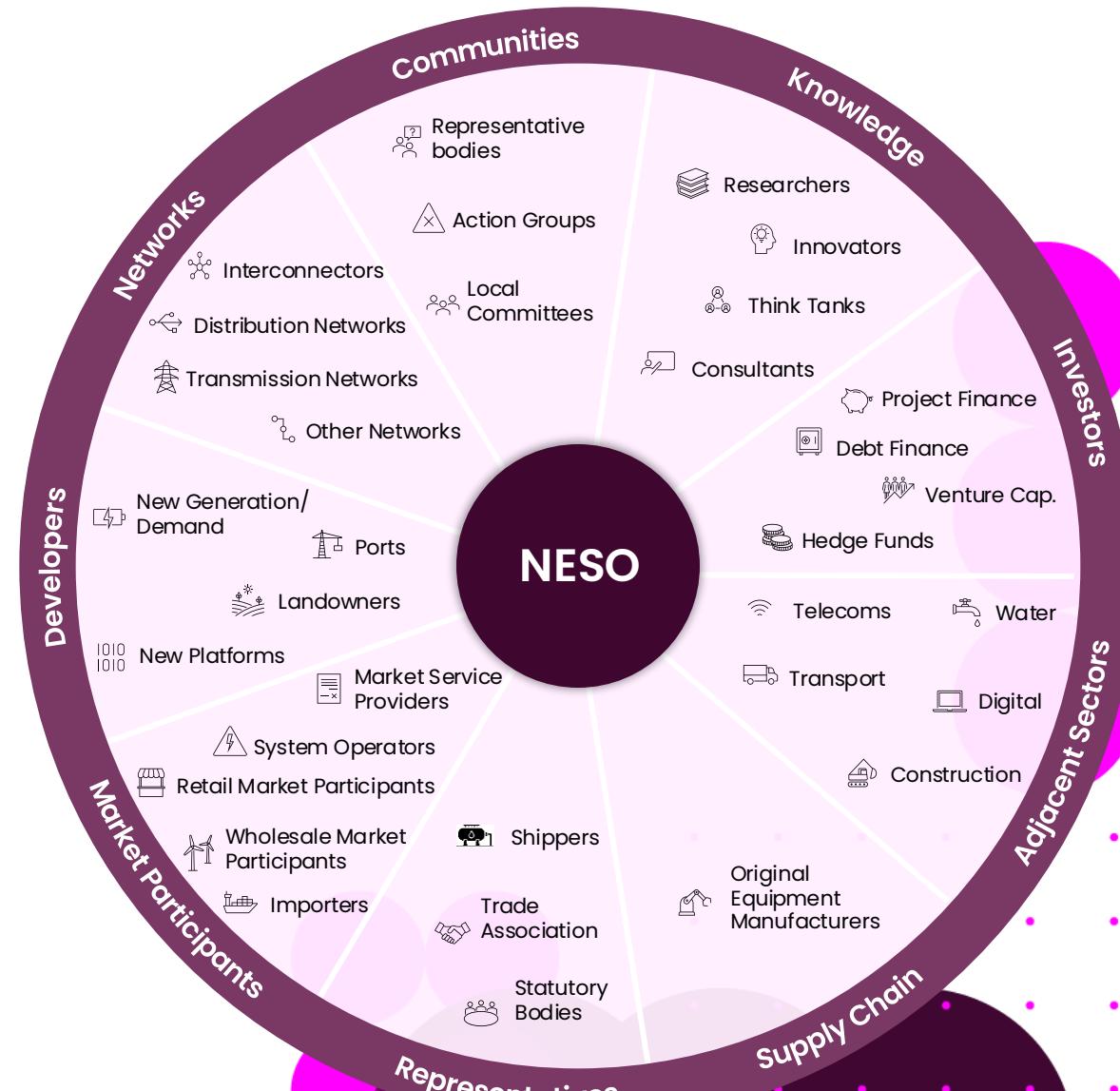
As a publicly owned organisation, we have a unique role in working across the energy ecosystem.

NESO works with a broad range of stakeholders who are essential to delivering our purpose.

- Our consumers – the people and communities who rely on energy every day – are the ultimate beneficiaries of the energy system. To support our understanding & focus on external groups and organisations we work with across the energy ecosystem to enable the system to function, adapt and improve, we define them as customers.
- Building strong relationships with our customers is essential to fulfilling our legislative and regulatory responsibilities. NESO plays a pivotal role in enabling markets to function effectively and promoting competitive outcomes, all of which hinge on robust, collaborative customer engagement.

Our commitment to transparency and accountability ensures that our customers are well-informed about our decisions and their impact on our work and the broader system. By working closely with our customers, we maximise the delivery of our purpose and reinforce our role as a trusted partner.

By using digital platforms to allow us to understand, track and inform delivery of seamless experiences to support proactive collaboration and service excellence across our end-to-end activity, we ensure that our strategy achieves value for money and enables our wider trust and broader corporate goals.



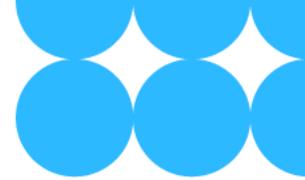
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Digitalisation Strategy

Our Digitalisation Strategy reflects a flexible, principle-led approach that aligns with NESO's strategic priorities.

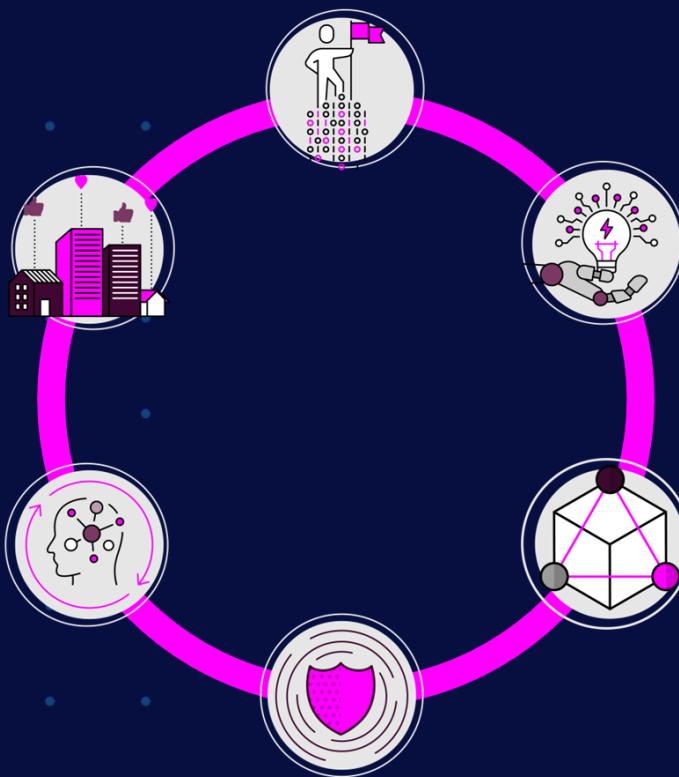
We will demonstrate that by harnessing data and innovation, we will become a digital leader and drive collaborative digitalisation across the whole energy system.





Our Digitalisation Vision

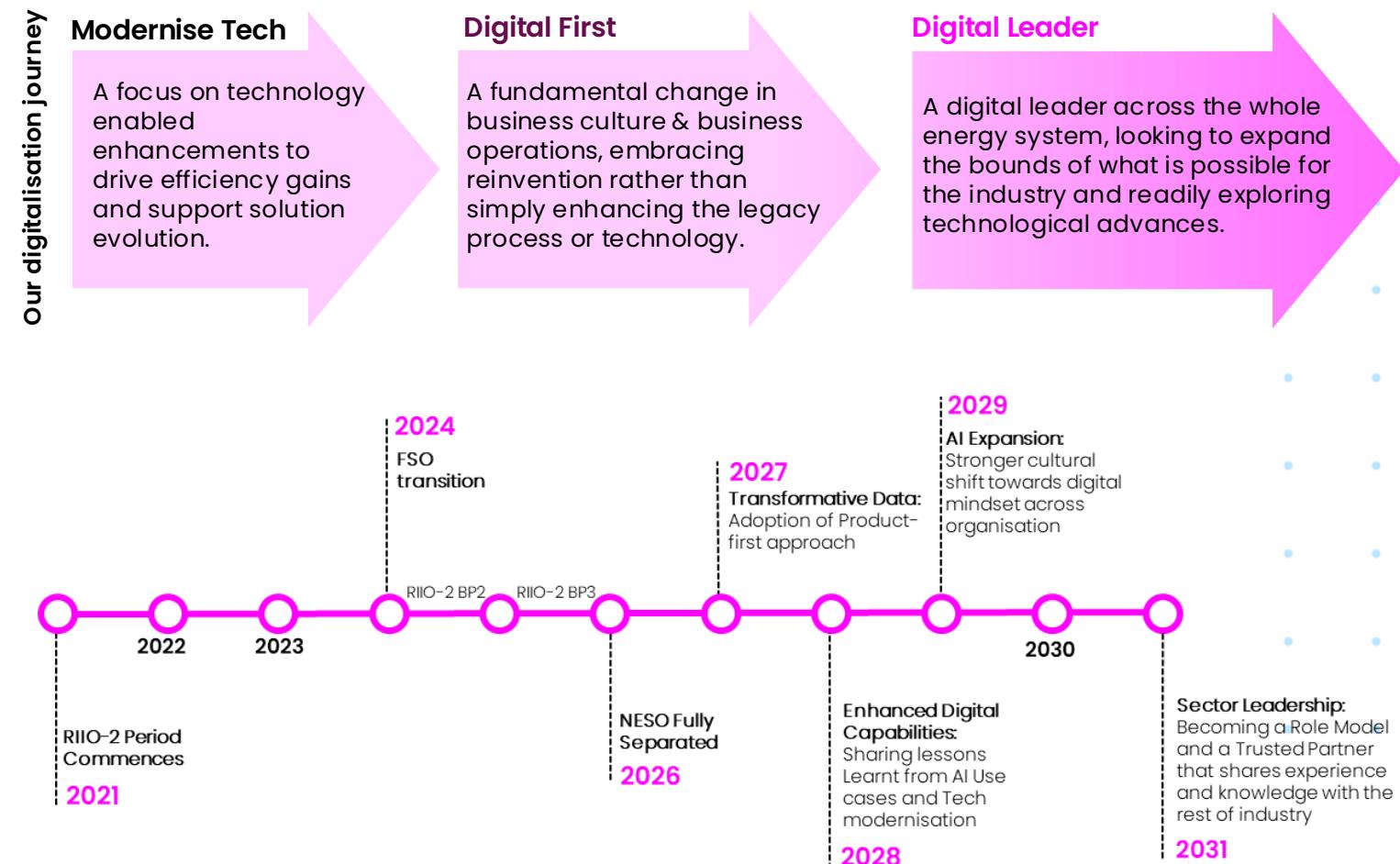
Utilising the power of data and innovation, we will become a digital leader and drive collaborative digitalisation of the whole energy system.

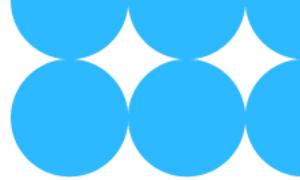


Last updated: December 2025

Our role in the industry has changed, and we have developed a flexible digital strategy that can respond appropriately.

We have evolved into the next phase of our digitalisation journey, transforming our people, processes, data, and technology. We call this phase "Digital First". The steps to achieve Digital First have begun, and consistency, applied through our Guiding Principles, will be essential to integrate digital into every aspect of our organisation, to ultimately become a "Digital Leader" who fosters strong partnerships nationally and globally. The timeline below provides a view of how we see our own transformation taking shape.

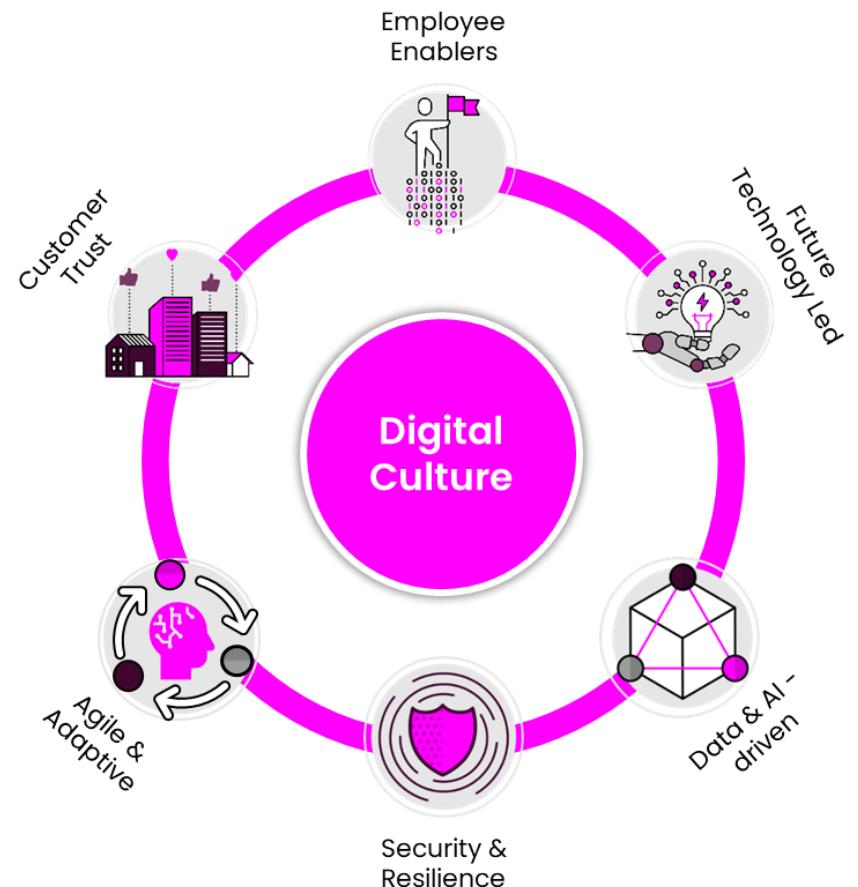




Our Guiding Principles

We will achieve our digital vision by adhering to our Digitalisation Guiding Principles.

Our Guiding Principles guide technology and data decisions, and ultimately support our Digital Culture, which is at the heart of our ambition.



Digitalisation Guiding Principles

Employee Enablers

Setting the standard for digital excellence across the energy sector.

Future Technology Led

Embracing and harnessing emerging technologies to shape the energy future.

Data & AI-driven

Leveraging the power of data and artificial intelligence (AI) to make informed decisions and enhance operational efficiency.

Security & Resilience

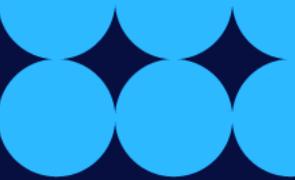
Building and maintaining robust and secure digital infrastructure to support a reliable and sustainable energy system.

Agile & Adaptive

Responding to changing demands and evolving landscapes with flexibility and speed.

Customer Trust

Placing the customer at the heart of our digital transformation journey to deliver exceptional experience.



At our heart is Digital Culture

We are aligning our culture on reinvention through digitalisation & innovation. We achieve this through living our Guiding Principles.

We enable Customer Trust

We prioritise customer needs, working collaboratively to deliver value across the energy system. This ensures we provide a reliable, affordable, and sustainable energy system.

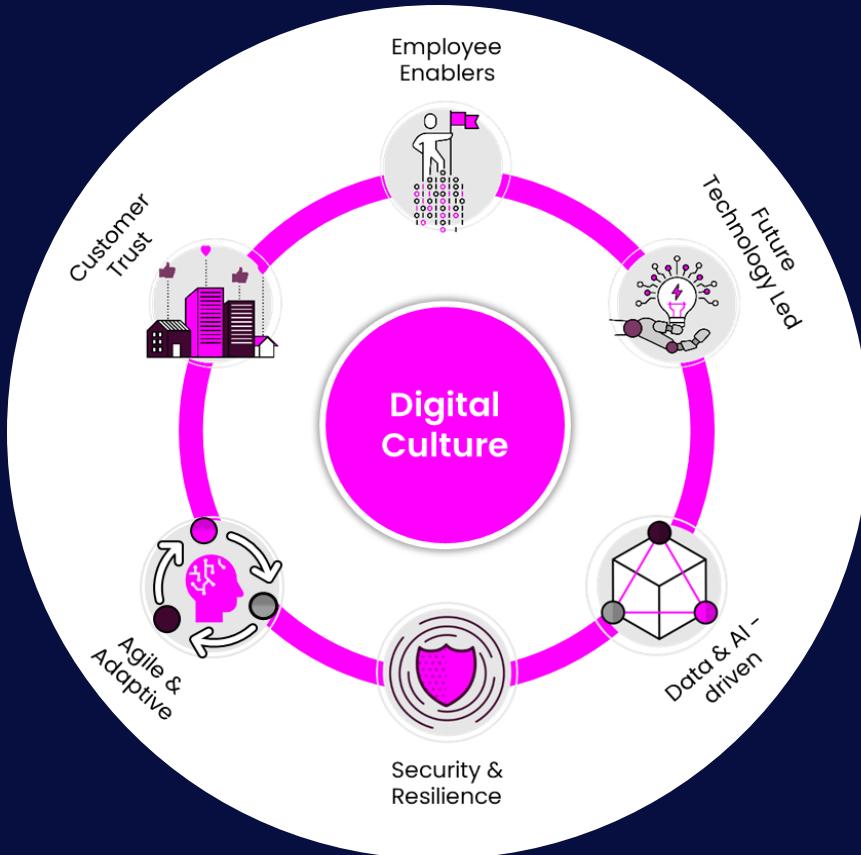
We are Agile & Adaptive

We embrace flexible methodologies, working iteratively and adjusting to new information. This growth mindset values continuous learning and improvement. Agile practices like DevSecOps enable faster, more responsive delivery.

Public

We are Employee Enablers

We set the standard for digital excellence across the energy sector, facilitating collaboration, and drive digital adoption. We aim to lead by example, fostering a unified digital ecosystem.



We prioritise Security & Resilience

We embed security & resilience, with good architectural designs in our digital transformation, safeguarding infrastructure and ensuring system reliability.

We are Future Technology Led

We constantly scan for emerging technologies, evaluating their impact and adopting those with significant benefits. This proactive approach keeps us at the forefront of technological advancement, enabling us to address future challenges.

We are Data & AI-driven

We embed data analysis and AI into our core processes to inform decisions and enhance efficiency. This ensures we leverage data to optimise operations, manage risks, and identify opportunities.



Our Guiding Principles contribute towards NESO's priorities

Below are representative examples of how principles support our strategic priorities.



Clean Power

'We are Secure and Resilient' and 'We are Future Technology Led' support the transition to a zero-carbon electricity system by ensuring robust and innovative infrastructure.

Secure & Resilient



Future Tech Led



Data & AI-driven



Employee Enablers



Customer Trust



Agile & Adaptive



Decarbonised Energy

'We are Future Technology Led' and 'We are Data & AI Driven' enable the development of integrated plans for decarbonisation by leveraging data and emerging technology.



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Consumer Value

"We enable Customer Trust" demonstrates transformation efforts are focussed on consumer priorities. This is supported by digital roadmaps which deliver clear value to consumers.



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Customer Trust

"We enable Customer Trust" is directly aligned with this strategic priority, reinforcing the commitment to understanding and meeting customer needs



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Digital Mindset

"We are Digital Leaders" cultivate a digital mindset within NESO by promoting digital excellence and empowering a digitally skilled workforce.



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People Value

"We are Digital Leaders" and "We are Agile and Adaptive" demonstrates commitment to learning, and growth mindsets required to adapt to future requirements.



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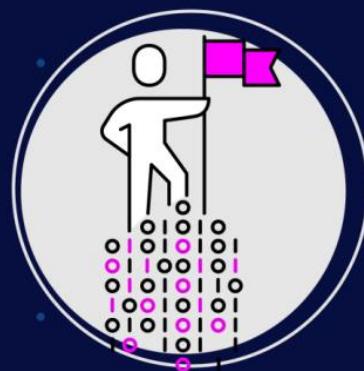
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We are Employee Enablers

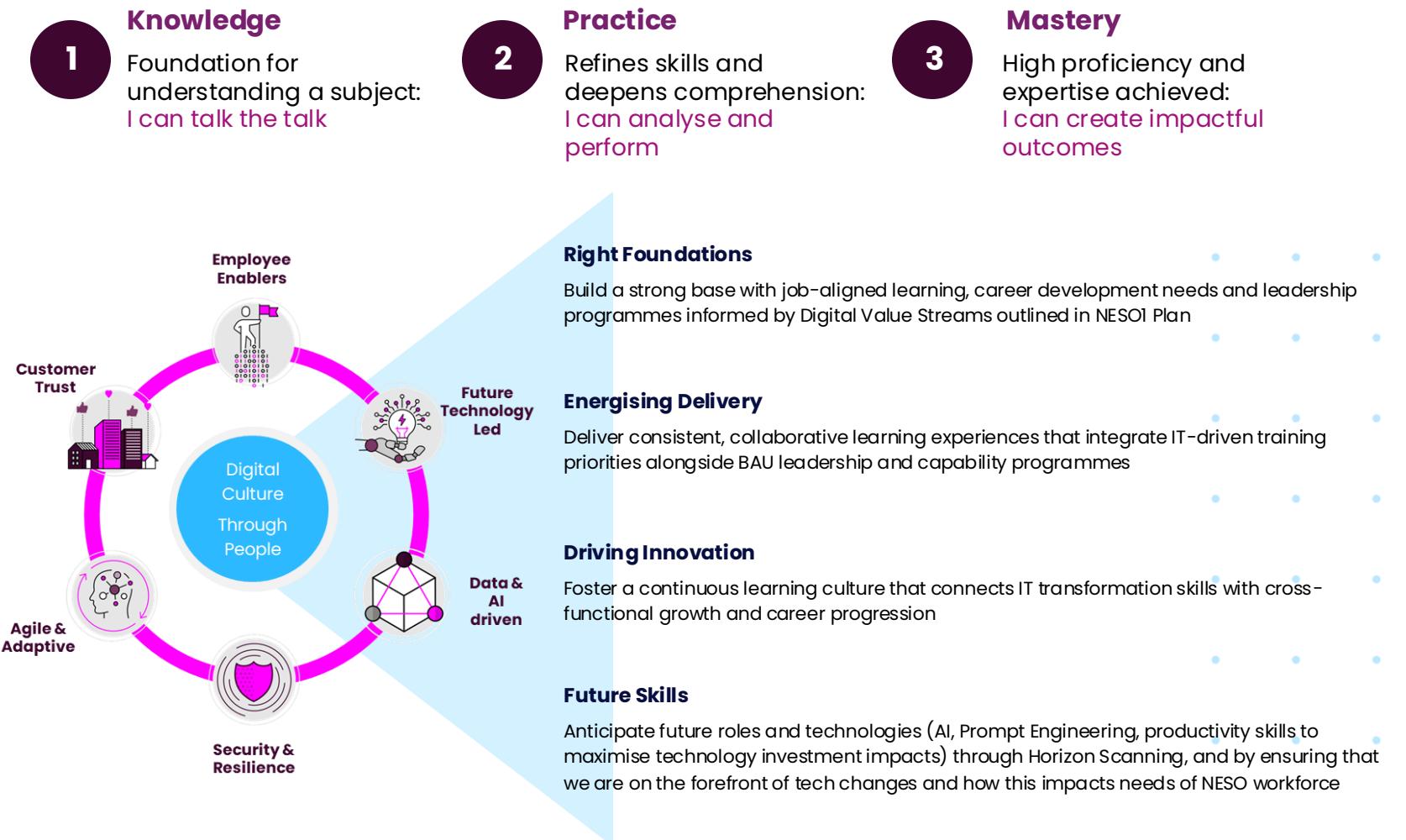
We are empowering People and Driving Excellence

We are aligning the needs of our people with digital enablers to transform NESO into an employee enabler. We are putting our people at the heart of our digital transformation to empower them driving innovation and operational excellence.



Public

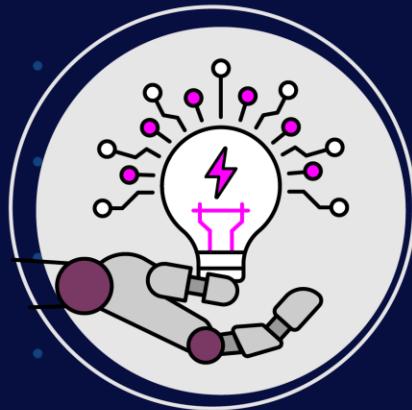
NESO aims to unlock the full potential of its people by fostering a culture of continuous learning, coaching, and innovation aligned with business strategy to build a future-ready workforce. Through evolving Learning & Development initiatives and investing in employee growth, the organisation seeks to empower colleagues to thrive and deliver sustainable success.



We are Future Technology Led

Innovation is critical to helping us meet the challenges of transitioning to a zero-carbon future.

To meet the challenges of decarbonising our energy system, we are focusing on cutting-edge technologies and collaborative solutions that pave the way to a net-zero future.



We are committed to being the energy industry's innovation champion, leading by example as we address the challenges ahead. We are engaging our workforce in the innovation process, ensuring that insights are integrated into our daily ways of working.

Driving the Zero-Carbon Transition

By exploring better forecasting of supply and demand through transformational technologies, we enhance the integration of renewables and reduce balancing costs.

Collaboration is essential for accurately monitoring carbon across the energy system, informing decisions on optimal pathways to net zero.

Initiatives include:

- Enhancing supply and demand forecasting to better integrate renewable energy sources.
- Reducing balancing costs as we decarbonise the electricity system.
- Improving carbon monitoring across the energy landscape.
- Exploring microgrid management and decentralised dispatch.

- Supporting the pathway to 2030 and beyond for network requirements and Clean Power initiatives.

Whole Energy System

We adopt a holistic view, integrating electricity, gas, and hydrogen systems to support decarbonisation across sectors.

Understanding how multiple energy vectors can be co-optimised is key to enabling the decarbonisation of heat, power, transport, and industry while maintaining a secure and resilient energy system.

Initiatives include:

- Promoting collaboration and knowledge sharing throughout the energy system.
- Facilitating the integration of Distributed Energy Resources (DERs).
- Developing a strategic transport

and energy demand model to assess Vehicle-to-Grid (V2G) impacts.

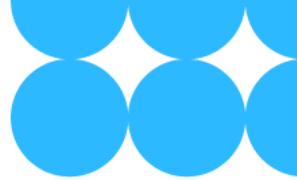
- Enhancing our network planning methodologies for long-term investment evaluation.

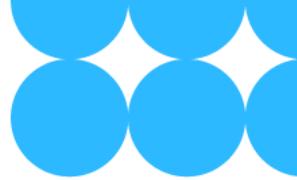
Future Markets

We are designing and testing market reforms aimed at facilitating the net-zero transition at the lowest cost. Our approach focuses on the removal of barriers to enable a diverse range of contributors to the market.

Initiatives include:

- Exploring long-term market design options for whole-system solutions.
- Developing mechanisms that incentivise flexibility from diverse resources.
- Investigating peer-to-peer energy trading in local markets





We are Future Technology Led

Find out more

 [Innovation Strategy](#)

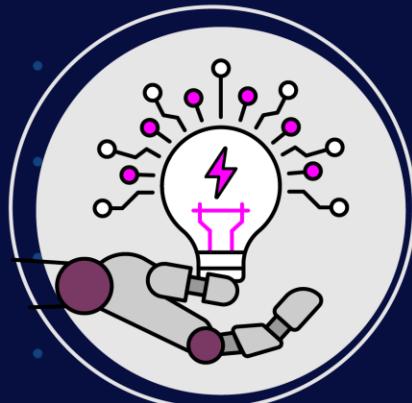
 [Operability Strategy Report](#)

 [Future Energy Scenarios](#)

 [ENA Innovation Portal](#)

 [Balancing Costs Strategy](#)

 [Go to our Action Plans](#)



Digital, AI & Data

To become a Digital Leader, we are implementing AI to enable faster, more informed decision-making, automate processes, and enhance user experiences. These serve as enablers across our innovation priorities, exemplified by tools like the [Dynamic Reserve Setting \(DRS\)](#) model and the [Volta programme](#), which will empower our control room with unprecedented insights.

Initiatives include:

- Improving data interoperability and automation.
- Utilising AI to enhance data quality and standards.
- Establishing a secure data-sharing infrastructure.
- Innovating the Control Room of the future through technology.
- Exploring Generative AI use cases for operational efficiency.
- Investigating [Quantum Computing](#) applications for energy simulation.

Constraint Management

We are implementing innovative solutions to effectively manage system constraints and minimise impact on consumers. By testing a variety of market-led solutions and technologies, we aim to identify the most economic methods to mitigate constraints and reduce costs..

Initiatives include:

- Developing methods for early oscillation detection and mitigation.
- Creating tools to enhance operational awareness of inertia.
- Optimising metrics for system strength and stability.
- Testing various approaches to economically mitigate power transmission limits.

System Stability and Resilience

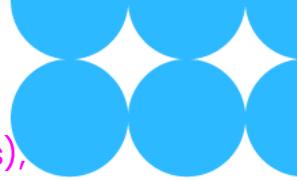
Our focus is on ensuring the stability and resilience of the system as we integrate more renewable energy sources. We aim to improve our

understanding of how various factors impact the system and how to mitigate these effects while operating with increasing non-synchronous generation.

Initiatives include:

- Developing tools for real-time monitoring and management of inertia.
- Enhancing cybersecurity and grid monitoring capabilities.
- Improving our capacity for Electro-Magnetic Transient (EMT) studies.
- Innovating outage planning and system restoration strategies.
- Managing frequency and stability in asynchronous systems.

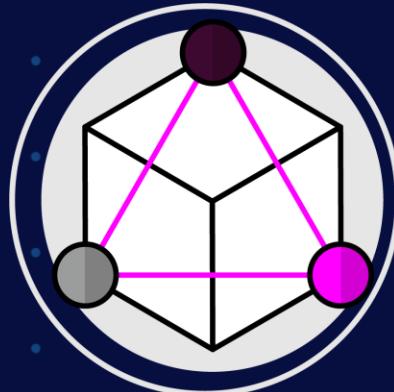




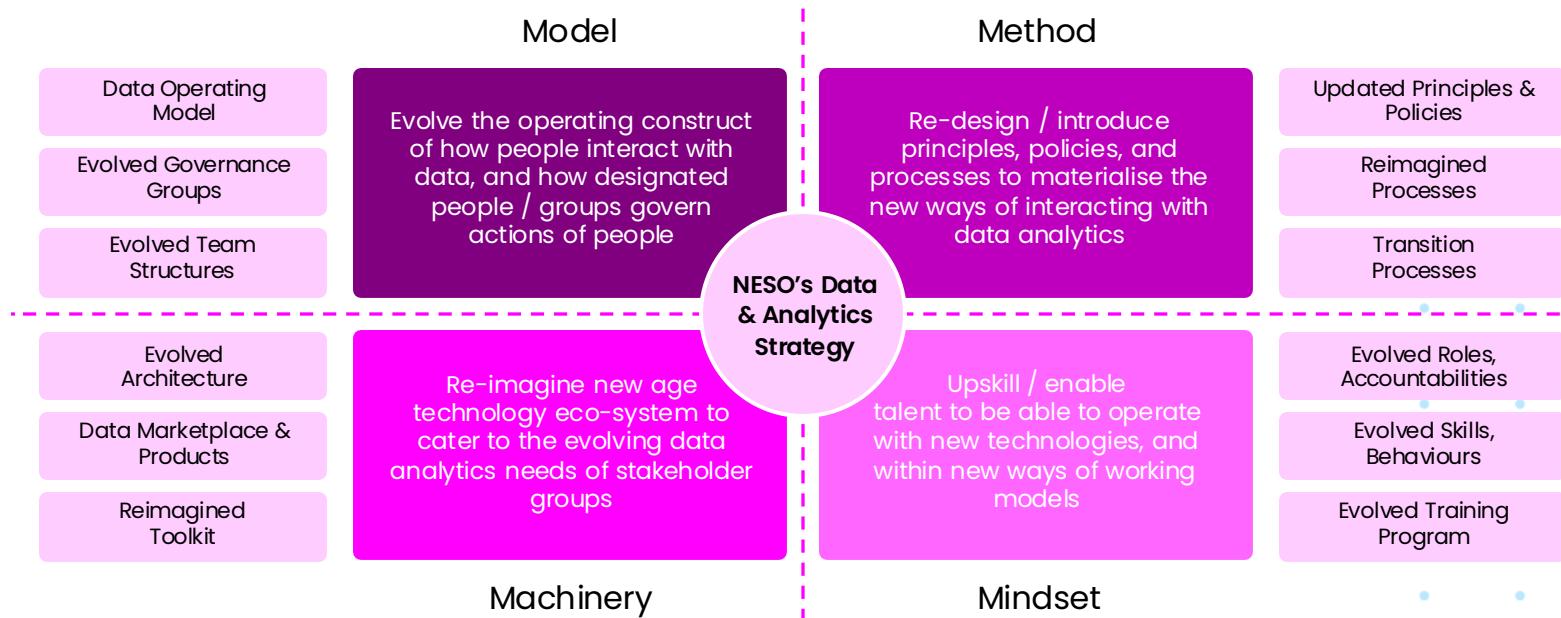
We are Data & AI-driven

Our Data strategy unlocks scale, impact, and collaboration to power decisions and accelerate innovation

We will transform NESO's Data into a trusted foundation for operational excellence and open collaboration by creating a secure, collaborative, and high-quality Data environment that empowers innovation and informed decisions.



We intend to activate strategic shifts across 4Ms: (operating) Model, Method (process), Machinery (tech) and Mindset (talent & skills) to re-orient NESO's data analytics organisation to fuel its organisational aspirations

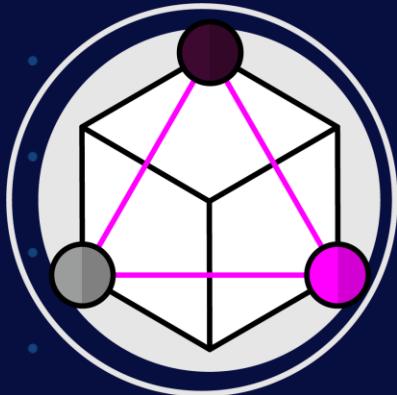


4-point agenda to drive NESO's data and analytics strategy

We are Data & AI-driven

We recognise that a robust data and information ecosystem is foundational to our vision for a modern energy landscape.

We aim to enhance decision-making, improve operational efficiency, and foster collaboration both within our organisation, and across the industry.



Public

Data is the cornerstone of our Digitalisation Strategy. As we shift towards a digital-first approach, we are dedicated to ensuring transparency, trust, and access to critical data to fuel decision making and valuable insights, as well as enable AI.

Data Quality Programme

We continue to develop a Data Quality Programme to enhance the accuracy and reliability of our data. In partnering with data owners, we are working to identify critical data for monitoring and remediation, and for issues management. Tooling is being selected to enable at scale discovery of potential data quality issues and improve process efficiency.

Data and Analytics Platform (DAP)

We have built a Data and Analytics Platform, which will be a central repository for all relevant energy system data. It can facilitate discoverability, access advanced analytics, and has already created data products to facilitate important use cases – improving decision making and insight.

As more data is made available along with greater capability to analyse in a

user-friendly manner, it will continue improving data insights and support the development of data products.

Data as the foundation for AI

High-quality, standardised, and interoperable data is essential for training, validating, and deploying effective AI models. Successful AI-driven operations rely on a robust and accessible data ecosystem. DAP is the unifying platform for both data management and AI development, housing the Advanced Analytics Environment (AAE) and facilitating seamless integration of AI models into NESO's operational workflows.

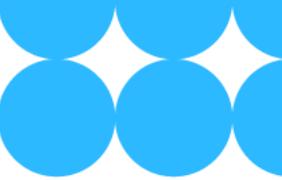
Our data governance initiatives, including the Data Quality Programme and the adoption of industry common, best practice will support AI development by ensuring data consistency, accuracy, and reliability. Additionally, AI-driven insights will enhance our data management

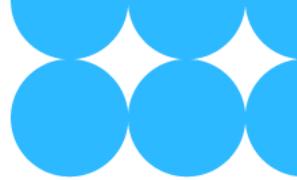
processes, creating a continuous feedback loop that improves both data and AI capabilities.

Data Sharing Infrastructure (DSI)

We are collaborating with the UK government's National Digital Twin Program and industry to develop, on behalf of the sector, the DSI.

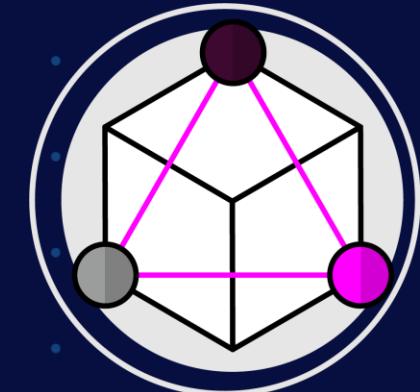
The DSI will enable secure and trusted data sharing at scale between any organisation in the system. Its socio-technical approach creates a more connected and resilient energy ecosystem – enhancing decision-making, improve operational efficiency, and accelerate innovation across the energy sector.





We are Data & AI-driven

Find out more



[Go to our
Action Plans](#)

AI and Machine Learning (ML) are transforming how we manage and operate energy systems. We're taking a phased approach to becoming AI-driven, initially focusing on foundational AI capabilities before expanding innovations to the wider market. Our AI ambition is structured around three key workstreams:

Technology & Data

- Delivering AI-based use cases built on robust data and cutting-edge technology platforms.
- Introducing enterprise-wide AI capabilities, such as an OpenAI service for generative AI solutions and a demand forecasting tool using time-series AI capabilities.
- Volta programme integrating AI into the Control Room to aid real-time decision-making. This will enhance scheduling strategies and introduce an AI-based decision awareness tool.

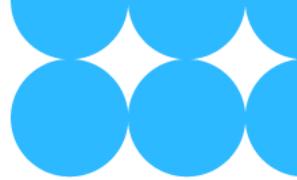
Talent & Culture

- Ensuring a long-term talent pipeline to support our AI ambitions by upskilling internal resources and collaborating with top universities to influence curriculum.
- Establishing a core AI hub to address internal AI ideas, launching initiatives like NESO.GPT, demand forecasting, and the Grid Code GenAI tool.
- Conducting workshops and webinars to raise awareness of AI opportunities across the organisation, with plans to identify skill gaps and create a long-term resource plan.

Policy & Governance:

- Influencing AI policy and identifying barriers to the safe and ethical use of AI.
- Embedding internal AI policy to guide employees on safe practices and enable self-service AI.
- Engaging closely with Ofgem on AI initiatives, including building an AI cost-benefit analysis for the industry, and collaborating with the Royal Academy of Engineering and Department for Science, Innovation & Technology (DSIT) on the opportunities and threats of AI.

By introducing AI internally first, we will refine our applications and processes before extending innovations to the wider market. This approach ensures that we build a solid foundation and demonstrate the value of AI within our operations, paving the way for adoption across the energy sector.



We prioritise Security & Resilience

Resilient operations are vital for safeguarding information and ensuring our customers can trust our markets and platforms.

By enhancing our security posture and resilience, we are well-equipped to adapt to the evolving needs of our customers and the energy sector.



In today's digital landscape, our investments in security, and resilient architectural approaches align with our enhanced security objectives and obligations, reinforcing our role as a leader in the energy sector.

Strengthening Cybersecurity

We are continuously improving our cybersecurity capabilities. By implementing robust security controls and enhancing threat detection, we aim to protect our systems and sensitive data from evolving threats.

Our security principles include:

- Building NESO's secure future
- Enhancing NESO's cyber resilience
- Developing & attracting security talent
- Assisting the government to enable the UK energy industry
- Protecting data & innovation

We have started to operate our own cyber security services while in parallel continue to establish new capabilities. These key services include:

- Designing and implementing both a Cyber (partially implemented) and Physical Security Operations

Centre (SOC) and a Security Information and Event Management (SIEM) solution to detect and respond to suspicious or actual cyber events.

- Designing and enhancing physical security controls, such as CCTV.

Resilient Architectural Designs

Enterprise architecture serves as the foundation for our operations as a digital and data-centric business, enabling us to focus on customer needs through iterative, agile development cycles.

Our commitment to a secure and resilient architecture involves adopting a defence-in-depth strategy and leveraging cloud technologies for scalability and redundancy.

We are taking a cloud-native approach to simplify our build, deployment, and monitoring processes, utilising containerised

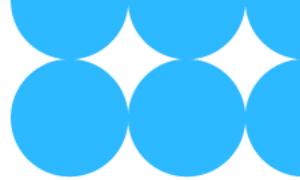
services and infrastructure as code to enhance efficiency. This architecture will include robust data backup and recovery mechanisms, essential for maintaining operational continuity in the face of disruptions

Regulatory requirements

Transitioning services from the National Grid Shared Service Model to our ownership will help us meet regulatory requirements and maintain high service standards.

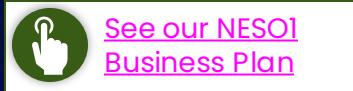
Establishing our Vendor Management Office will ensure effective third-party service delivery and value for money through strategic vendor selection and performance management. This transition will also avoid unnecessary costs from parallel systems, generating long-term operational benefits.

As an Operator of Essential Service (OES), we continue to work closely with Ofgem to enhance our maturity in line with their expectations.



We prioritise Security & Resilience

Find out more



Proactive Threat Mitigation

By implementing Site Reliability Engineering (SRE) principles, we enhance our ability to monitor and respond to disruptions. This shift from monitoring to observability allows us to understand the root causes of failures, enabling quicker and more effective responses.

Platforms and Ecosystems

We are embracing Software as a Service (SaaS) and standard design patterns, prioritising features, business value, and user experience over traditional infrastructure. This includes the use of reusable patterns and published design models to foster innovation.

Application Programme Interface (API) and Integration

We are building new capabilities using microservices and event-driven

designs. Our platform will feature self-service APIs that can be extended to external customers and partners, incorporating event-driven patterns and both public and private gateways.

Telemetry and Networks

Our focus is on removing barriers to connectivity, enabling seamless integration with energy grids and control systems at an accelerated pace.

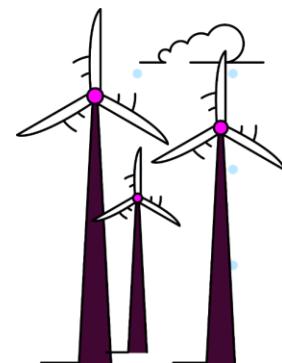
Collaborative Architectural Approaches

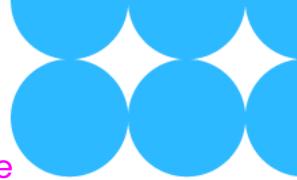
Our approaches will foster collaboration across the energy sector. Our initiatives include:

- **Industry Engagement:** We will maintain continuous dialogue with customers to cultivate a culture of shared responsibility and collaboration.

As we implement our strategy and transition our services, we anticipate that these efforts will yield significant benefits, enhancing our overall security posture and operational efficiency.

- **Common Frameworks:** By contributing to the development of common data-sharing frameworks, we will ensure interoperability and unified approach to security.
- **Data Sharing Infrastructure:** Leading the development, in collaboration with the National Digital Twin Programme, will enhance security and resilience across the sector.
- **Digital Skills Development:** Recognising the importance of skilled personnel, we are investing in digital skills development programmes for our workforce and external partners.

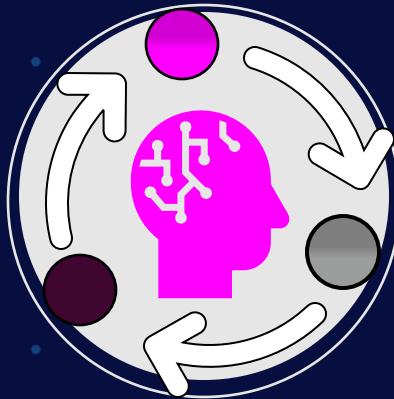




We are Agile & Adaptive

NESO will embrace agility in response to evolving industry demands and rapid technological advancements

An agile and adaptive approach allows us to stay ahead of industry changes, ensuring we can integrate solutions seamlessly and respond to emerging trends effectively.



By embracing agile and adaptive practices, we will create an energy system capable of meeting future challenges, benefiting both NESO and the wider energy industry.

Digital Strategy & Mindset

We are prioritising modern architectures and agile delivery methods, such as DevSecOps, to ensure our systems are robust and adaptable. By fostering a digital-first mindset, we are empowering our employees to embrace change and drive innovation.

Agile Resource Deployment

We are forming flexible teams capable of adapting to new challenges. Our "Growth Mindset" culture encourages continuous learning and experimentation, preparing our workforce for the future.

Software-as-a-Service (SaaS) Platforms

We are adopting modern, scalable platforms that enable rapid feature development and deployment. The [Open Balancing Platform \(OBP\)](#)

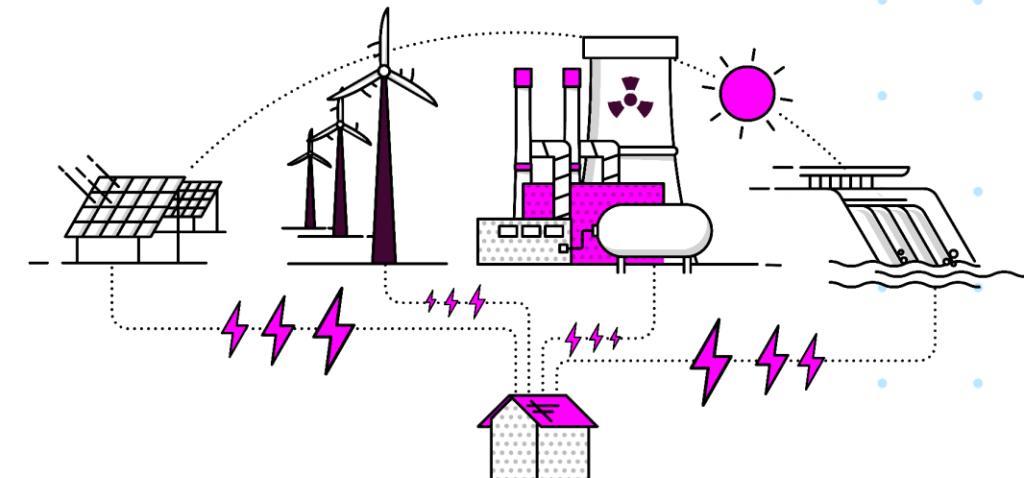
demonstrates this by enhancing transparency, operational flexibility, and security.

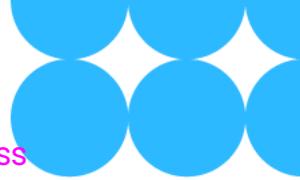
Iterative Development

Continuous improvement is at the core of our working. We are regularly updating our DSAP and roadmaps based on stakeholder feedback and evolving needs, ensuring our initiatives remain relevant and effective.

Cross-Functional Collaboration:

We are promoting collaboration across teams and with customers to identify needs and develop tailored solutions. We are leveraging technology to facilitate data exchange and consistency, supported by initiatives like the Data and Information Ecosystem accelerator and the Technology Advisory Council (TAC).





We enable Customer Trust

We are working closely with customers across the energy sector, to ensure they have trusted tools and platforms to succeed.

Our principle-led approach ensures our digital solutions are developed with customers, supporting trust, transparency and progress across the energy system.



To become a trusted partner and digital leader we will work with our customers across the energy system, understanding their digital needs & ensuring we can accelerate progress against shared goals

Digital Mindset

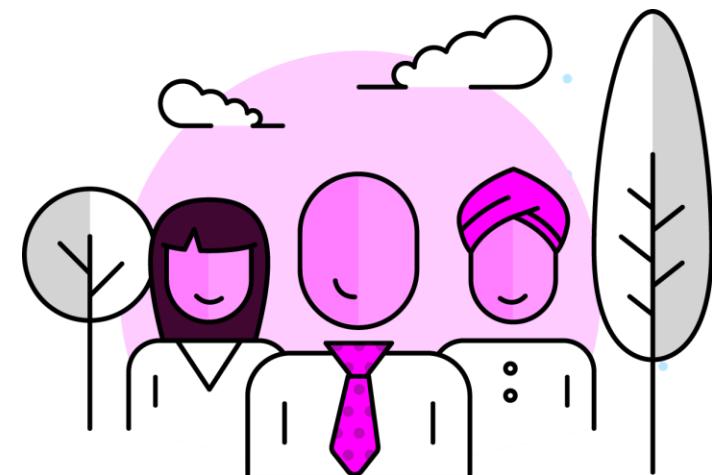
Our digital approach is about creating simple, joined-up experiences. Better data access, user-centred platforms and integrated tools help remove friction, making it easier for customers to take part in the energy system. We want a digital landscape that's inclusive and benefits everyone. This approach supports our ambition to be a reliable and impartial system operator.

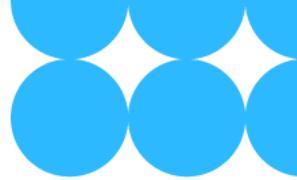
Principles into Practice

We design our digital services around the principles that build trust: being easy to work with, reliable, impartial and credible. By working directly with customers, we create solutions that respond to real needs. From real-time operational data to long-term planning and market tools, our aim is to deliver value and give customers confidence in how they navigate the system.

Collaboration

We're investing in deeper, more meaningful collaboration. Through continuous dialogue, industry forums and direct feedback, we're shaping services that reflect the changing needs of the energy system, support with targeted digital solutions and are easier for customers to use.





We enable Customer Trust

Find out more



By listening to our customers needs, we have already developed & deployed tools designed to support customer success and our digital leader goal

Data Transparency and Access

Our commitment to data transparency is demonstrated through a comprehensive data catalogue within our [data portal](#). This initiative provides customers with easy access to real-time insights and historical trends, empowering them to make informed decisions about their energy consumption and participation in flexibility markets.

Self-Service Platforms

We have created easier access for customers to self-help information and support via the NESO website. Our online knowledge centre tool provides resources, allowing customers to independently access help and advice in a way that suits them. Our online query management tool also facilitates seamless communication with our customer service teams, ensuring these are routed and responded to promptly.

With our advanced CRM platform tools allowing us to track and continuously improve our web help portal ongoing, we can ensure customer questions are not only answered but used to help us improve our ongoing service for all customers.

Facilitating Customer Participation

Investments in digital platforms, such as the [Open Balancing Platform](#) (OBP), have allowed us to create more accessible and user-friendly markets for flexibility services, providing clear information on benefits and risks to inform their decisions. This tooling allows a wider range of customers, including households and businesses, to participate and benefit in market activity.

Enhanced Communication Channels

We have improved our communication channels to provide timely updates on system status, market developments, and planned outages. This enhancement builds trust and by providing reliable and accurate information customers can use to keep updated and support their own planning from.

Customer Feedback Mechanisms

By adopting digital surveying and feedback tools we are able to capture and integrate customer feedback, alongside key data into our systems, creating easy access for our teams to support understanding and key insight creation that ensure our customers voice is used to inform and shape our wider NESO strategy, delivery activity and internal improvement.

3a.

Digital Charters

NESO Digital Strategy and Role-Based Charters

NESO's Digitalisation Strategy is underpinned by a series of **role-based digital charters**. These charters provide a clear framework for how digital capabilities are embedded across roles within the organisation. They are designed to:

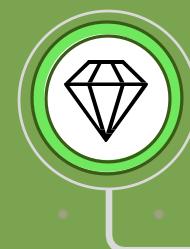
- Align technology investments and digital initiatives with NESO's strategic objectives.
- Support broader strategies, including **Data** and **Artificial Intelligence**, ensuring consistency and integration.
- Enable effective planning and delivery of digital solutions that enhance operational performance and stakeholder value.

By defining expectations and responsibilities for digital adoption at a role level, these charters help ensure that NESO's approach to digitalisation is structured, transparent, and aligned with long-term strategic goals. This approach strengthens confidence in our ability to deliver innovation and value across the energy system.



Energy Markets Digital Charter Overview

Public



Our 2031 Ambition

We develop and operate the markets needed for balancing GB's electricity system. We also contribute to strategy for wholesale markets, act as a code manager and are a market delivery body, across all energy vectors.



Performance Objective

NESO will seek to reduce supply and price risks and deliver consumer value by evolving frameworks to support decarbonisation, flexibility, and innovation. We will enable a smarter, cleaner, and more efficient energy system, with clear market signals, improved market access, and open access to systems and high-quality data.



Challenges

- Regulatory Volatility & Complex Governance
- Data Quality & Real-Time Visibility Gaps
- Legacy Tooling
- Market Access & Design Limitations
- Budget & Resource Constraints
- Defining Value & Managing Stakeholder Expectations



Target Outcomes for 2031

- Regulatory Change & External Governance
- Standardised Market Participation
- Multi-Horizon, Location Procurement
- Trusted Data, Modelling & Transparency

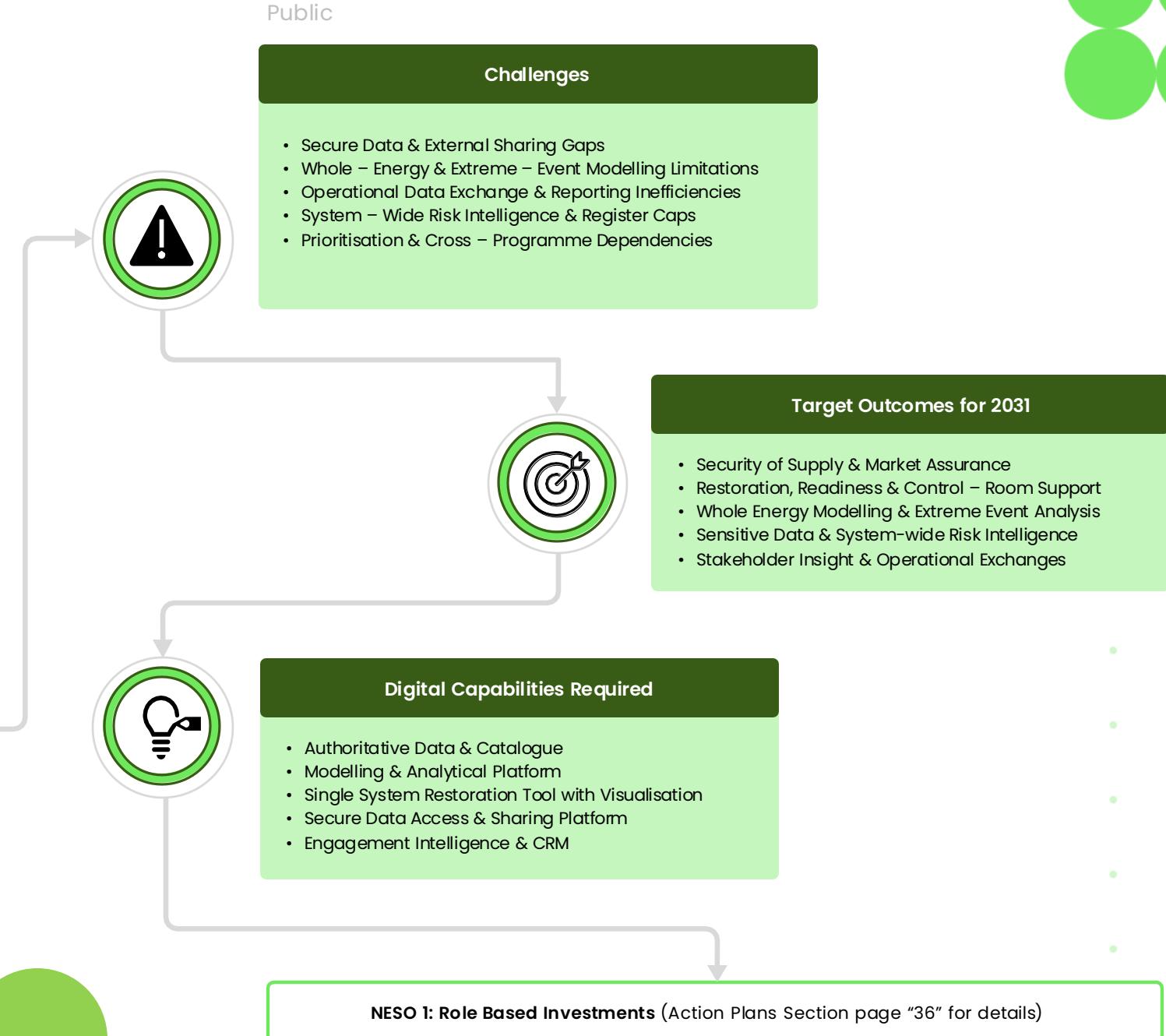
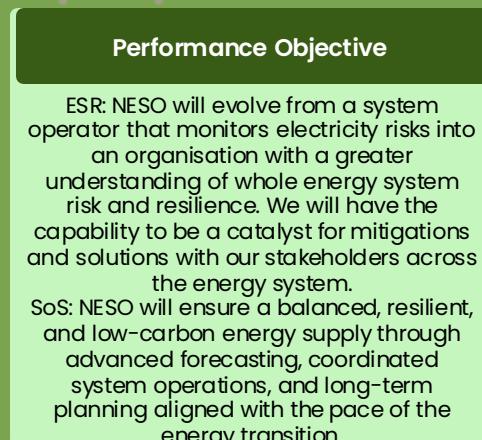


Digital Capabilities Required

- Authoritative Data & Catalogue
- System Connectivity & Integration
- Automated Assurance & Monitoring
- Flexible Procurement & Auction Platform
- Secure Modelling & Analytics Platform

NESO 1: Role Based Investments (Action Plans Section page "33" for details)

Energy System Resilience & Security of Supply Digital Charter Overview



Facilitating Sector Digitalisation Digital Charter Overview



Our 2031 Ambition

We promote and protect our reputation externally as a new public body, whilst supporting the business with strategic stakeholder engagement, messaging, branding and more.



Performance Objective

NESO will enable a digitally connected energy system through open data, smart standards, AI and interoperable tools—accelerating innovation, broadening participation, and driving system-wide efficiency. This will accelerate digitalisation across the energy sector, champion open data and foster a digital ecosystem that unlocks value and drives collaboration.



Challenges

- Managing Technical Debt and Risk While Delivering at Pace
- Moving from Project to Product Working
- Transition of CNI Corporate Estate
- Platform Modernisation
- One NESO Maturity



Target Outcomes for 2031

- Golden Thread Between Business Planning, DSAP, and Digital Charters
- A Tolerable Level of Technical Debt Accepted with a Plan to Reduce
- Dynamic Security & Resilience Across Estates
- Disciplined Modernisation & Value Governance
- Foundational Services that are Stable, Secure & Enable Value Creation

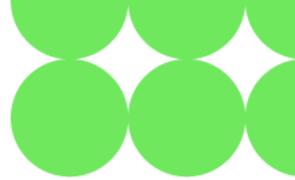


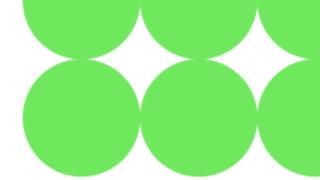
Digital Capabilities Required

- Portfolio & Value Management
- Data & Catalogue Foundation
- Identity, Security & Trust
- System Connectivity & Integration
- Modernised Platforms

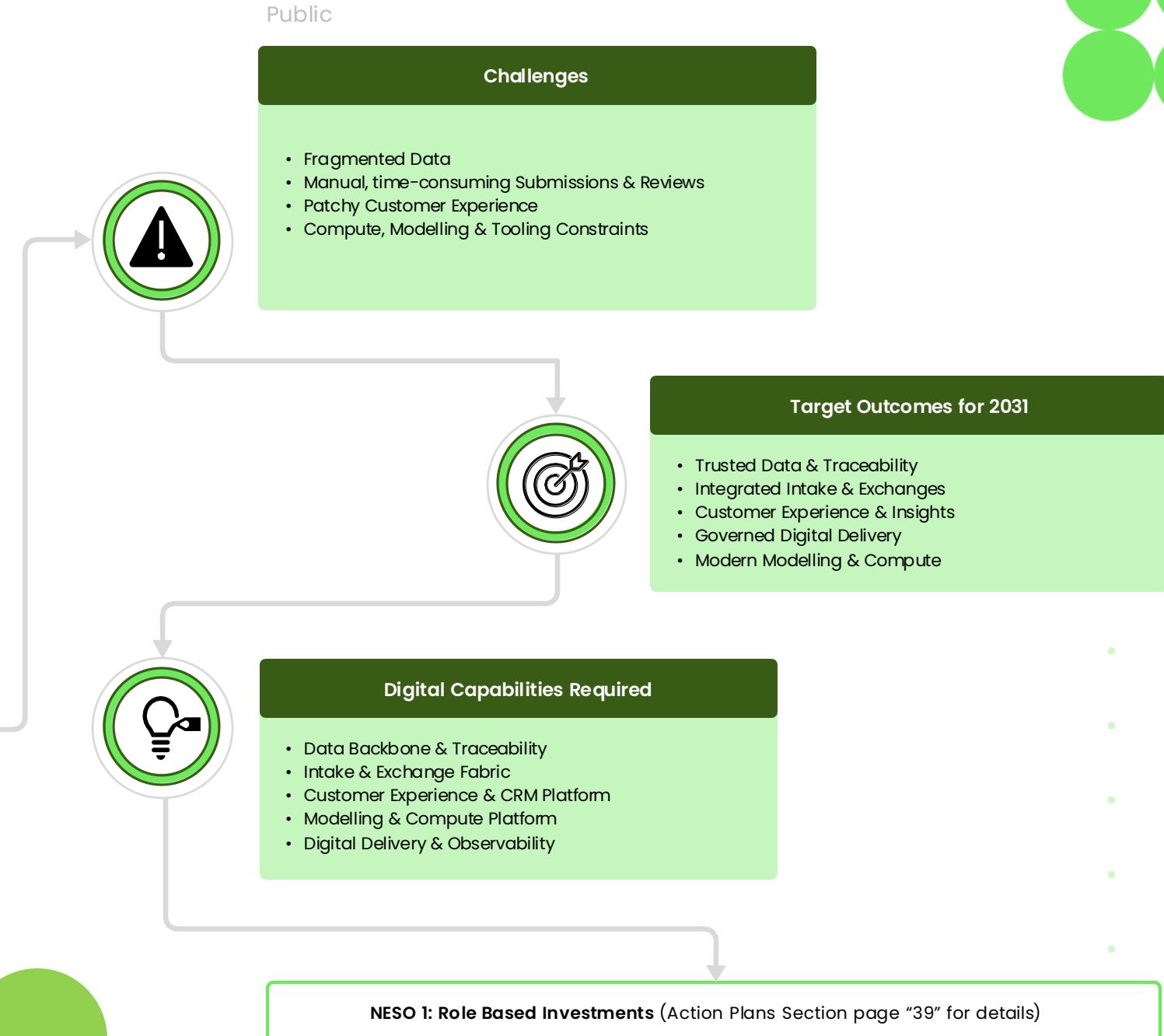


NESO 1: Role Based Investments (Action Plans Section page "38" for details)





Network Operability & Connections Digital Charter Overview



Strategic Energy Planning Digital Charter Overview



Our 2031 Ambition

We create integrated, resilient national network plans for GB's electricity, gas and hydrogen networks. We also align regional energy planning through regionalised engagement teams and strategies.



Performance Objective

NESO will shape the future of energy by defining the energy infrastructure requirements across Great Britain. Our whole-energy plan will take into account what society and communities value, safeguarding the environment, maintaining system resilience, and ensuring consumer benefits are realised.



Challenges

- Data Lifecycle Constraints
- Modelling Limitations & Fragmentation
- Stakeholder Insights Gaps
- External Transparency & Self-Service Publication
- Skills, Capacity & Onboarding Gaps
- Regulatory Uncertainty



Target Outcomes for 2031

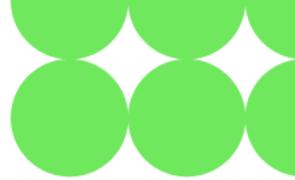
- Trusted End to End SEP Data for Timely Confident Decisions
- Risk Based Whole Energy Modelling that factors in Uncertainty
- Stakeholder Insights and Transparent External Publication
- Optimised Ways of Working and Stable Core Tools
- Stronger SEP Skills, Faster Onboarding, and Better Alignment

Digital Capabilities Required

- Authoritative Data & Lineage
- Advanced Modelling Workflow
- Stakeholder Insight Standards
- Publication & Access
- Operating Model & Skills

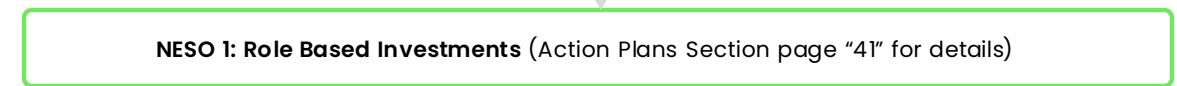
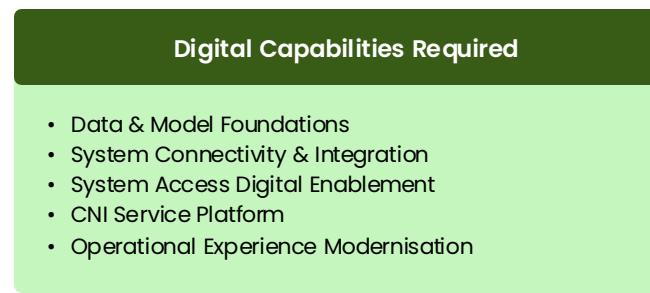
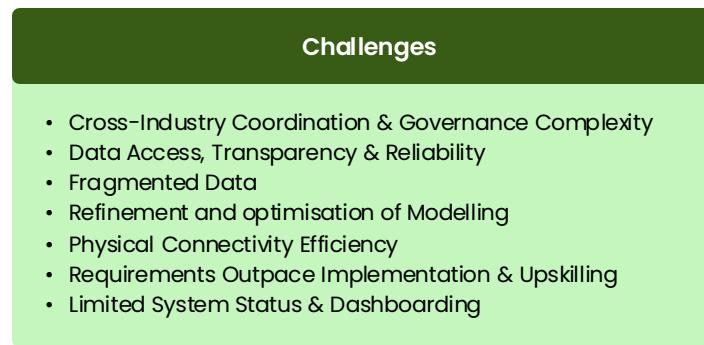
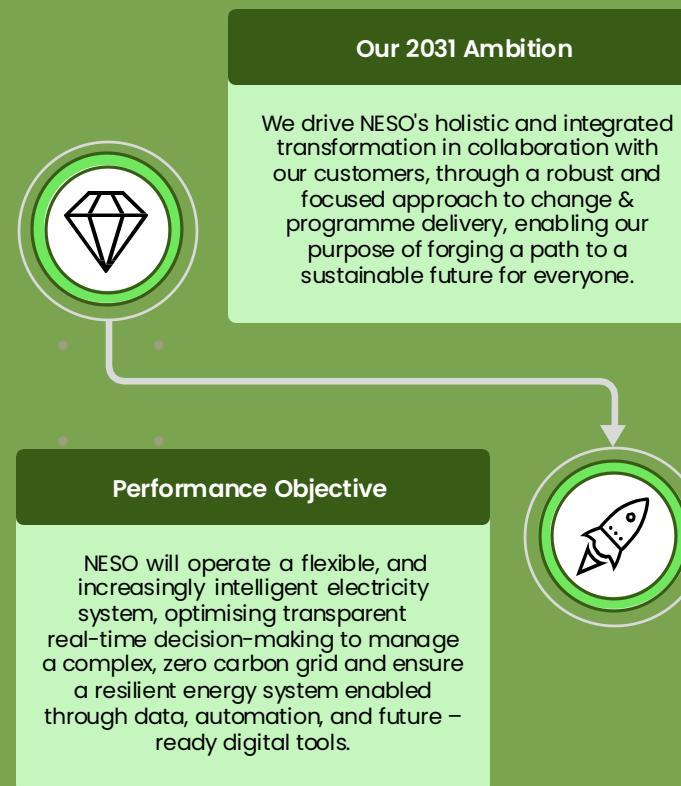


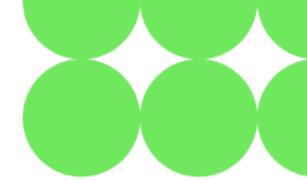
NESO 1: Role Based Investments (Action Plans Section page "38" for details)



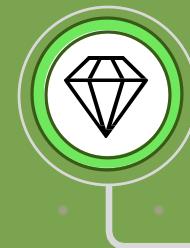
System Operations Digital Charter Overview

Public





Energy Insights Digital Charter Overview



Our 2031 Ambition

We create robust, evidence – based insights into emerging energy transition trends. Resulting in the development of scenarios, insight and advice for the use of policy makers, industry and NESO itself.



Performance Objective

NESO will be a thought leader and trusted partner. We will enable informed, effective decision-making across our own processes, industry and policy makers, by delivering transparent, evidence-based insights and advice requested by Ministers and Ofgem.



Challenges

- Fragmented Data
- Tooling optimisation
- Policy Monitoring & Horizon Scanning
- AI & Knowledge Tools Review
- Digital Literacy & Upskilling



Target Outcomes for 2031

- Trusted Data for Evidence Based Insight
- Faster Policy Monitoring & Horizon Scanning
- Efficient Stakeholder Engagement
- Refined assurance mechanisms for Publishable Outputs
- AI & Knowledge Enabled Insight Creation



Digital Capabilities Required

- Authoritative Data & Lineage
- System Connectivity & Integration
- Policy & Signal Intake & Scanning
- Digital Clearance & Publication
- Knowledge & AI Enablement



NESO 1: Role Based Investments (Action Plans Section page "52" for details)

3b.

Action Plan

Our Action Plan sets the stage for NESO's digital transformation, driven by a principle-led approach to enhance collaboration and sustainability across the energy system.

As the RIIO-2 Period has closed, NESO1 has been defined and updated with new investments focused on long-term projects that will address the evolving needs of our stakeholders. As a note, Investments & roadmaps include both BP3 close out and NESO1 new investments.



[See our NESO1 Business Plan](#)



[See our Digital Charter Overview](#)



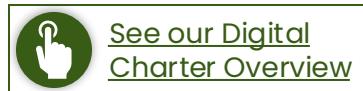
[See our NESO1 Business Plan](#)[See our Digital Charter Overview](#)

Action Plans | Energy Markets

Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-320	<p>Capacity Market and Contracts for Difference Regimes</p> <p>Delivery method: Agile</p> <p>The Capacity Market (CM) and Contracts for Difference (CfD) regimes were introduced under the Energy Act 2013 to help deliver a secure, reliable, and affordable electricity supply while supporting the transition to a low-carbon future. Appointed as the Electricity Market Reform Delivery Body (EMR DB), we are responsible for administering both these two core mechanisms designed to tackle the challenges of decarbonisation and energy security. The CM & CfD investment aims to maximise operational efficiencies across technology function enabling the delivery body to meet its regulatory obligations to achieve the policy intent.</p>	CM Quarterly Release train				CfD Regulatory Release train			
NESO1-330	<p>Regulations</p> <p>Delivery method: Agile</p> <p>This investment enables us to deliver regulatory change arising from our GB regulatory and Trade and Cooperation Agreement (TCA) obligations. It exists to keep NESO compliant, enable market reform, support the UK's decarbonisation pathway, and seeks to balance our forecast with the risk of locking into premature scope or spend. It spans discovery, impact assessment and, where required, time-bound delivery, coordinated closely with adjacent DD&T investments to avoid duplication and manage portfolio dependencies</p>	Regulations Quarterly Discovery and Impact Release Train				IGM and OPDE Improvements Quarterly Release Train			
		Segregation of the Electronic Highway VRF (Virtual Routing and Forwarding)				Market Half Hourly Settlement MI6 - Cutover to New Settlement timetable			
		BLAN Portals Phase 2				Global Services Load Balancer (GSLB) Phase 2			
		PCN OOB (Out of Band) - Space Grid				Auction Capability (EAC) EMR / CM in Strategic Auction Platform			

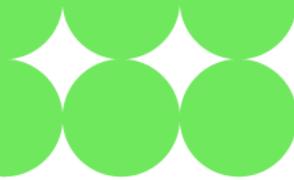




Legend	Completed	At Risk	← → Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

Action Plans | Energy Markets

ID	Title & Description	FY27				FY28				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
NESO1-340	<p>Market Access and Procurement</p> <p>Delivery method: Hybrid</p> <p>This strategic initiative supports NESO's statutory duties to deliver consumer value, enable decarbonisation, and ensure system operability and resilience. Our key objectives include creating competitive and accessible markets that minimise supply and price risks and embedding transparency and auditability in market design and procurement decisions. We will continue to improve investments which include the development of the Single Market Platform (SMP), Ancillary Services Reform (ASR), and Demand Flexibility Service (DFS).</p>	<p>DRS</p> <ul style="list-style-type: none"> Ancillary services enhancements Discovery Phase Location Procurement 				<ul style="list-style-type: none"> Dynamic Reserve Setting deployed Ancillary services initial delivery of Demand for Constraints solution through Network Services Procurement Instructible DX Discovery Phase EFA to 30 mins Procurement of Response Contract Implementation of Location Procurement Ancillary services enhancements Discovery Phase Splitting Response & Reserve 				
		<p>Ancillary Services</p> <ul style="list-style-type: none"> Auction Capability (EAC) Integration with Data Analytics Platform (DAP) Auction Capability (EAC) Locational Procurement Discovery Phase Auction Capability (EAC) Stacking & Splitting Discovery Phase 			<ul style="list-style-type: none"> Auction Capability (EAC) Locational Procurement Deployment Auction Capability (EAC) Stacking & Splitting Deployment 	<ul style="list-style-type: none"> Auction Capability (EAC) Primacy Procurement Auction Capability (EAC) Reactive / Stability 			<ul style="list-style-type: none"> Auction Capability (EAC) Static FFR Auction Capability (EAC) EMR / CM in Strategic Auction Platform 	
					<p>Auction Capability (EAC) Quarterly Release Train</p>					
						<p>Curtailment Phase 2 – Primacy</p>				
							<p>SMP Quarterly Release Train</p>			
								<p>DFS Strategic Discovery</p>		
	Contd..									



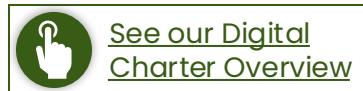
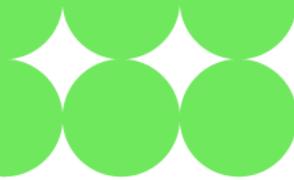
See our NESO1 Business Plan



[See our Digital Charter Overview](#)

Action Plans | Energy Markets





Action Plans | Energy System Resilience

Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

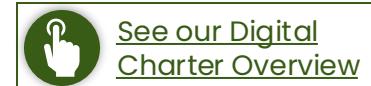
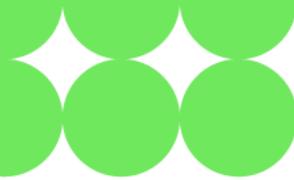
ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-360	<p>Restoration</p> <p>Delivery method: Waterfall</p> <p>Restoration is a strategic investment designed to meet the Electricity System Restoration Standard (ESRS), which mandates restoring 60% of regional demand within 24 hours and 100% of national demand within 5 days by 31 December 2026. This investment will build upon the core principles of the BP3 investment 510 Restoration and Restoration Decision Support Tool but with a specific focus on delivering against the new standard.</p>	RDST v1.0 delivered RDST v1.0 Technically Ready NPO Digsilent POC Build, Test, and Go Live comms with all DNOs RDST v1.0 go live Whole energy Modelling discovery conclusion Risk Management Tool Central Knowledge Hub				Secondary Generator Preparedness NPO Digsilent implementation RDST V2 CIMEE			
NESO1-370	<p>Resilience & Risk</p> <p>Delivery method: TBC</p> <p>To support the delivery of these licence requirements, the Resilience and Risk investment will continue the work being developed with the Whole Energy Modelling (840) which will later inform the scope of works for our Cascading Impact Model for Extreme Events (CIMEE). We will also integrate two wider areas of scope into one comprehensive model. One of these components will be the integration of the virtual energy system and understanding how a CIMEE model can interact with a virtual energy system when modelling high risk low likelihood events. The CIMEE project will also if applicable integrate the findings of the innovation project Space Weather Impact for Future Electricity System Resilience (SWIFTER) with an assessment to be made on the innovation projects conclusion.</p>								



Action Plans | Energy System Resilience

Legend	● Completed	● At Risk	● Brought Forward
	● On Track	● Removed	■ Release Increment
	● Not Started	● → Delayed	— Release Train

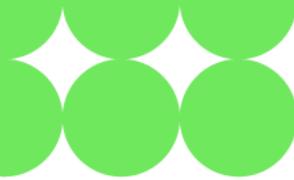
ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-380	<p>Electricity Market Reform Discovery</p> <p>Delivery method: TBC</p> <p>The team are responsible for a variety of duties including production of the Electricity Capacity Report, mapping and maintaining EMR modelling, and their supporting processes and Strategic Planning. To enable this work, we currently use an energy market simulation tool. This discovery investment will review the capabilities of the tool vs what the team need as currently several manual coding processes must be developed to deliver this analysis.</p> <p>• • •</p>				● Discovery Conclusion				



Action Plans | Facilitating Sector Digitalisation

Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-120	<p>Data Sharing Infrastructure</p> <p>Delivery method: Agile</p> <p>This investment, delivered by NESO on behalf of and for the sector, responds to a long series of publications and policies asking for improved data sharing: from the 2017 National Infrastructure Commission (NIC) Report “Data for the Public Good”, through to the more recent “Government response to the energy system Digital Spine Feasibility Study” (August 2024) and Ofgem “Governance of the Data Sharing Infrastructure (Decision)” (April 2025) which assigned NESO the mandate to implement a pilot and Minimum Viable Product (MVP) of the DSI and act as the role of Interim DSI Coordinator for the period until 2028.</p>			MVP release candidate (WPI)			MVP release for trials (WPI)		Public beta launch (WPI)



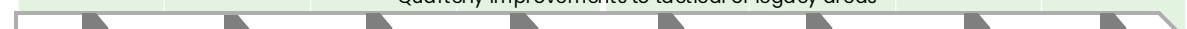
Action Plans | Network Operability & Connections

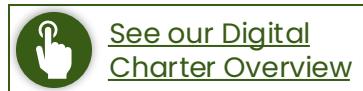
ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-230	<p>Connections Enduring Capabilities Ecosystem</p> <p>Delivery method: Agile DevSecOps</p> <p>The Connections Enduring Capabilities Ecosystem is a strategic digital initiative designed to transform how networks, NESO, and customers manage end-to-end connections to the transmission system. This investment will continue to leverage and enhance the existing Connections digital ecosystem, which offers a self-service portal with an intuitive user experience – enabling users to register, apply for connections, and manage their project portfolios, all supported by embedded query management functionality.</p>	<p>Optimisation</p> <ul style="list-style-type: none"> Application window opens Mobilisation & Discovery 				<ul style="list-style-type: none"> Future Applications window 1 opens (post SSEP publication in Dec 26) Future Applications window 2 opens AI by design: end to end enduring Connections go-live 			
NESO1-240	<p>Clean Power 2030 Enablement</p> <p>Delivery method: Agile</p> <p>The Clean Power 2030 (CP30) Enablement investment enables NESO to digitally support the UK Government's commitment to a decarbonised electricity system by 2030, encompassing strategic planning, market reform, infrastructure development, and stakeholder engagement. Key objectives focus on: (1) Supporting the tracking of the Clean Power Action Plan (CPAP) through strategic technology solutions, anticipating risks to the CPAP by leveraging data insights. (2) Ensuring that NESO is acting as a trusted advisor to DESNZ and Ofgem, offering modelling, scenario analysis, and implementation guidance. (3) Ability to flex and respond tactically to changing business and regulatory requirements to achieve the CP30 objective.</p>	<ul style="list-style-type: none"> All CP30 data ingested in DAP AI CP30 data query solution in place AI CP30 comparison solution in place Scope of user developed tools to be productionised defined 				<ul style="list-style-type: none"> CP30 living web map published CP30 delivery tracker and analytics quarterly enhancements CP30 AI data query and comparison solutions quarterly enhancements AI modelling scenario generator POC AI modelling scenario generator scaled 			



Legend	Completed	At Risk	← → Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

Action Plans | Strategic Energy Planning

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 - 250	<p>Strategic Energy Planning</p> <p>Delivery method: Agile</p> <p>This investment will enable the Strategic Energy Planning (SEP) directorate by providing modelling, data, and stakeholder engagement capabilities. We are adopting a delivery model to cater for all SEP outcomes in one investment to achieve their digital vision. This is due to the overlapping nature of processes, data, and technology requirements across the directorate. Creating discrete investments for each of the planning roles may lead to more complex dependency management, cost and resource inefficiencies and a disjointed customer experience. Where SEP capabilities can be delivered through existing or planned initiatives these will be utilised as appropriate. Several NESO-wide capabilities have already been identified which will support the delivery of SEP outcomes and are outlined further in the Solution Options section</p>	<p>Review of GWEND tactical solutions and creation of digital enablement roadmap</p> <p>Review of SSEP tactical solutions and creation of digital enablement roadmap</p> <p>Review of ZCO tactical solutions and creation of digital enablement roadmap</p> <p>External data sharing capabilities</p>			<p>RESP energy network assessment</p> <p>Application of tRESP digital capabilities to SSEP publication</p> <p>Application of tRESP digital capabilities to ZCO publication</p>			<p>AI comparison SEP areas</p> <p>Application of tRESP digital capabilities to RESP publication</p> <p>Application of tRESP digital capabilities to CSNP publication</p>	
		<p>Quarterly improvements to tactical or legacy areas</p> 				<p>RESP whole system integration</p> <p>RESP strategic investments assurance</p> <p>Quarterly improvements to assurance of energy networks</p> 			
		<p>AI Planning Advisor V1 Delivery (for RESP)</p>		<p>AI Planning Advisor V2 Delivery (for SEP)</p>					



Legend	Completed	At Risk	← → Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	→ → Release Train

Action Plans | System Operations

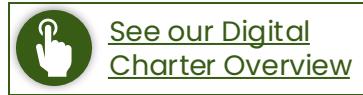
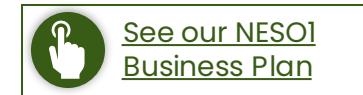
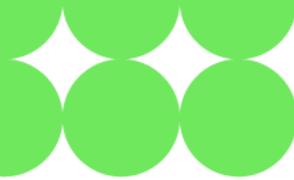
ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 - 390	<p>Interconnectors</p> <p>Delivery method: Agile</p> <p>Interconnectors play a vital role in the UK's transition to cleaner energy by linking our electricity system with those of neighbouring countries. This investment strengthens our ability to support both existing and new interconnectors, ensuring flexibility, reliability, and alignment with future energy needs such as non-standard assets like Offshore Hybrid Assets. By modernising our platform for greater automation and integration, we can improve real-time control, reduce renewable energy waste, and expand access to energy markets. Ultimately, this investment supports smarter decision-making, enhances energy security, and helps the UK progress towards net zero emissions in line with European energy market developments</p>	Interconnector Quarterly Service Improvements							
NESO1 - 400	<p>Open Balancing Programme</p> <p>Delivery method: Hybrid ; Agile & Waterfall</p> <p>This investment delivers both the platform and the product for Open Balancing—combining the underlying digital capability with the market-facing functionality participants will use. The Open Balancing Platform (OBP) is central to this transformation, moving NESO to a unified system that co-optimises key balancing activities to drive operational efficiency, improve transparency and reduce cost. Through this investment, legacy system functionality is being progressively integrated into OBP enabling the phased retirement of these legacy platforms.</p>	<ul style="list-style-type: none"> Implement Max Delivery for Storage (GC0166) Migration of path to production environments Implement Future Energy State of Charge Models Calculate & Display Reserve Margins Provide Data to Elexon Insights Provide Data to Settlement Agent 	<ul style="list-style-type: none"> Continuous delivery onto CNI Platform (CI/CD Improvements) Complete Migration of balancing functions to OBP Interface with NCMS for Constraint Data Optimisation in scheduling timescales 	<ul style="list-style-type: none"> Transition to Areas of Responsibility Enable Near Real-Time Co-Optimisation Enhance Interconnector Management 	<ul style="list-style-type: none"> NeuConnect – IT Technical Go-Live NeuConnect Go-Live 				



Action Plans | System Operations

Legend	Completed	At Risk	← → Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
410	Balancing Asset Health Delivery method: Waterfall Balancing Asset Health is a critical investment that ensures the continued reliability and performance of NESO's existing Balancing Mechanism (BM) systems. While NESO transitions to the Open Balancing Platform (OBP), this investment maintains a secure and stable balancing capability to support safe system operation and short-term market value.				BM Interim Release				
420	Balancing Innovation Delivery Delivery method: Design – Led & Agile This initiative builds on the Volta Innovation Programme, delivering AI-driven models that adapt to changing grid conditions for better forecasting and operational decisions. It turns innovation into tangible value for system operations. As the energy system grows more complex, rapid testing and integration of digital tools are vital for reliability, efficiency, and market responsiveness. This investment reinforces NESO's ambition to lead in digital operations and create a smarter, adaptive, and efficient balancing function.			Volta; Knowledge Graph			Volta Advanced Scheduling Advice	Volta Grand Optimiser	
430	Forecasting & Predictions Delivery method: Hybrid ; Agile & Collaborative The Forecasting and Predictions investment brings together two complementary workstreams –Forecasting Enhancements (260) and Real-Time Prediction (670) – into a single, unified investment. This consolidation creates a more integrated and responsive capability for NESO operations, improving coordination between forecasting outputs and real-time prediction signals, reducing duplication, and supporting more timely changes for control room and stakeholder needs.		Enhanced Demand Forecasting	Interconnector Forecasting	Integration of VOLTA real time prediction capability			Solar prediction capability	Wind prediction capability
								Continuous prediction refinements	Continuous renewable generation forecasting improvements
								Continuous demand forecasting improvements	Continuous GSP forecasting improvements
								Continuous interconnector forecasting improvements	



Action Plans | System Operations

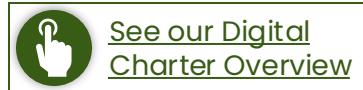
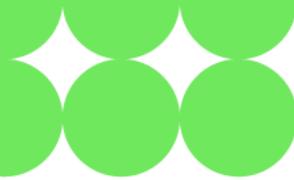
Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 - 440	<p>System Access</p> <p>Delivery method: Agile</p> <p>This investment responds to the scale and pace of transmission build-out required for Clean Power 2030, which is driving a step change in planned outages, regional constraints, and system operability. Current processes and data exchanges are fragmented, limiting NESO's ability to optimise access windows, reduce constraint costs, and provide transparent, system-wide visibility to industry stakeholders</p> <p>Together, these initiatives (SAR, RDP, PODE, ONM & NSP) will enable NESO to manage the growing volume of works safely and efficiently, reduce consumer costs, and deliver a secure, transparent, and digitally enabled electricity system. The investment directly supports NESO's strategic objectives by improving system resilience, accelerating digitalisation, enabling decarbonisation, and strengthening NESO's role as a trusted system planner and operator</p>	<p>SAR</p> <ul style="list-style-type: none"> Completion of review of SAR discovery work Detailed Roadmap and Plans DD&T Delivery team in place <p>RDP</p> <ul style="list-style-type: none"> RDP 5 - Grid Supply Points (GSP) Technical Limits Regional Expansion Enhancements Go-Live - by FY27Q2 RDP 5 - Compliance reporting process RDP 5 - Data exchange for visibility <p>PODE</p> <ul style="list-style-type: none"> Quarterly Release Train <p>ONM</p> <ul style="list-style-type: none"> Electromagnetic Modelling Tool: Sub Synchronous Oscillations (SSO) Deeper access planning integrated into OLTA NESO Grid Connections Platform <p>NSP</p> <ul style="list-style-type: none"> Stability Y-1 (Year 2) Mid-term Reactive Power Demand for Constraints Support of FY27 System Migrations Voltage 2029 Stability Y-1 (Year 1) Enduring Constraints - EC5 Enduring solution 	<p>Quarterly Release Train</p>						



Action Plans | System Operations

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 - 450	<p>ENCC Operations Enablement</p> <p>Delivery method: Agile</p> <p>This investment targets delivery of improved capabilities and efficiencies to support the ENCC workforce in their operational work. Through delivering streamlined and future-looking technology, underpinned by robust tools and platforms, we can ensure that the ENCC can continue to operate a secure and resilient energy system in line with our strategic goals.</p>	<p>Operator Console 'Experience Desk'</p> <p>Operator Console solution delivered to CTU</p> <p>Operator Console solution delivered to Control Room</p> <p>Training simulator platform delivered</p> <p>Training metrics and management platform delivered</p> <p>System Availability Dashboard Delivered</p> <p>Ensure ENCC platforms are maintained to ensure business productivity</p>							Videowall refresh
NESO1 - 460	<p>Network Topology Optimisation</p> <p>Delivery method: TBC</p> <p>This investment is looking to move towards a more automated and integrated NTO process. NTO will drive a focus on efficiency and sound economic decisions powered by digitally advanced, AI enabled technologies. This investment contributes directly to the NESO strategic objectives of driving consumer value, delivering a resilient and secure energy system through the transition to net-zero, and leading as a trusted expert through fostering strong global partnerships.</p>			<p>Global Community initiated</p> <p>Evaluation of operational best practice complete</p>		<p>Capability-driven requirements definition complete</p>		<p>Transformational change design complete</p>	<p>Modular development initiated</p>



Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

Action Plans | System Operations

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 - 470	<p>Situational Awareness Tool</p> <p>Delivery method: Agile</p> <p>This investment focuses on delivery of advanced monitoring tools and data infrastructure to support increased visibility of system conditions, frequency, and inertia. These capabilities will ensure that we continue to provide a secure, efficient and cost-effective system operation – our core priority and continuing strategic goal.</p> <p>Additionally, by implementing a new Network Control Management System, we further contribute to meeting our target of full separation from National Grid Electricity Transmission (NGET)</p>	<ul style="list-style-type: none"> NCMS Technical Readiness NCMS Operational Readiness TACR Discovery phase complete <p>NCMS Cutover</p>			<ul style="list-style-type: none"> Inertia Enhancement Dynamic System Monitoring deployed TACR Data 				<ul style="list-style-type: none"> iEMS Decommission
NESO1 - 480	<p>Dispatch Transparency</p> <p>Delivery method: Agile</p> <p>This programme delivers tools to enhance transparency, automate processes, and improve decision accountability, while enabling real-time mitigation of skips and better post-event analysis. The investment's success depends on coordination with the Balancing Programme, which supports skip rate reduction through improved constraint and dispatch optimisation. Ultimately, these changes will strengthen stakeholder engagement and system performance.</p>		<ul style="list-style-type: none"> Discovery on the tactical solutions deployed 		<ul style="list-style-type: none"> Vendor Evaluation FATE Decommission 			<ul style="list-style-type: none"> TACR Development 	<ul style="list-style-type: none"> Full Dispatch Transparency Suite Go-Live
NESO1 - 490	<p>Digital Trials Platform</p> <p>Delivery method: Agile</p> <p>The platform will provide a secure, cloud-hosted environment outside of Critical National Infrastructure (CNI), allowing NESO and industry participants to trial new services, technologies, and regulatory changes without operational risk. This capability is essential as the energy system becomes increasingly decentralised and complex, requiring agile, scalable solutions to maintain reliability and affordability.</p>	<ul style="list-style-type: none"> Integrate with trials partner to test scheduling of Limited Duration Assets (LDA) Distributed Energy Resources (DER) / Consumer Energy Resources (CER) Visibility & Control Low-Earth Orbit Satellites Test and validate relaxed operational metering solutions 			<ul style="list-style-type: none"> Scope and plan high priority business need for FY28 		<ul style="list-style-type: none"> Test aggregation of electrified heating assets (E.G. Heat Pumps) Investigate and test sub-Megawatt, Non-integer, and sub-minute despatch 		<ul style="list-style-type: none"> Dynamic Electronic Data Logger (EDL) instructions





Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

Action Plans | Business Health

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 - 210	<p>Digital Change for Legal, Risk, and Regulation</p> <p>Delivery method: TBC</p> <p>The NESO Digital Change for Legal, Risk, and Regulation project is a strategic investment initiative under NESO's broader digital transformation programme. It aims to modernise and digitise the Legal, Risk, and Regulation function by equipping teams with advanced digital tooling, enhancing operational capabilities, and aligning with NESO's independence and regulatory obligations.</p>			<ul style="list-style-type: none"> Discovery Phase Build Architecture approach Procure applications 		<ul style="list-style-type: none"> Delivery completed 			
NESO1 - 220	<p>Network and System Modelling Capability Modernisation</p> <p>Delivery method: Agile</p> <p>This investment will deliver an enduring platform for NESO's geospatial and location intelligence capabilities. This includes full integration with data platforms to deliver centralised geospatial technologies and intelligence across NESO. The enterprise-wide platform will enable insight-driven decision making, through managed, accessible, and accurate location data. The solution will deliver benefits to multiple directorates, users, and external parties, delivering greater insights and providing quality trusted geospatial data.</p>		<ul style="list-style-type: none"> Full integration with DAP Integration with Single Markets Platform 		<ul style="list-style-type: none"> CP30 living web map published AI data and visuals integration 				
						Quarterly SEP environmental assessments enhancements			
							Quarterly SEP visualisations enhancements		
								Quarterly CSNP route optimiser enhancements	



Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

Action Plans | Business Health

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 - 300	<p>Transformation Enablement Project</p> <p>Delivery method: Agile</p> <p>The Transformation Enablement Project is a strategic investment designed to support NESO's evolution into a fully independent, digitally advanced, and operationally resilient organisation. This initiative aims to transform how NESO plans, delivers, and tracks change across the business, providing a unified, intelligent view of transformation and major projects. At its core, the project will develop a centralised, AI-powered cockpit, offering leaders and teams real-time, actionable insights. This will enable early risk identification, progress tracking against strategic goals, and confident, data-driven decision-making. This tool will drive efficiency, agility, and focus, supporting planning, delivery, and performance tracking across all directorates.</p>				Discovery phase complete	Cockpit MVP delivered		Full integration	



Action Plans | Customer



See our NESO1 Business Plan

Legend	● Completed	● At Risk	◀ - ● Brought Forward
	● On Track	● Removed	➡ Release Increment
	● Not Started	● → Delayed	_____ Release Train



See our NESO1 Business Plan

Legend	● Completed	● At Risk	◀ - ● Brought Forward
	● On Track	● Removed	■ Release Increment
	● Not Started	● - → Delayed	_____ Release Train

Action Plans | Digitalisation, Data & AI

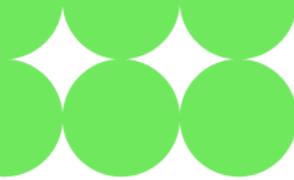
ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 – 100	<p>Innovation Productionisation</p> <p>Delivery method: Scaled Agile</p> <p>The purpose of the Innovation Productionisation investment line is to advance and implement into our systems and processes proven innovation projects which have previously been funded through the Network Innovation Allowance (NIA), Network Innovation Competition (NIC) and the Strategic Innovation Fund (SIF). We acknowledge and appreciate the significant contributions of Ofgem in driving industry innovation, as this has enabled NESO to deliver projects which have completed the initial Research, Development or Demonstration phases. This investment supports the successful innovation projects which are now ready for fast and effective implementation.</p>	<div style="display: flex; justify-content: space-between;"> <div style="flex: 1;"> <p>Energy Markets</p> <ul style="list-style-type: none"> Regional Reserve Consumer Building Blocks (Phase 1 & 2) </div> <div style="flex: 1;"> <p>Sys Ops</p> <ul style="list-style-type: none"> Dispatch Transparency Methodology Causational Analysis of Balancing Costs </div> <div style="flex: 1;"> <p>NOC</p> <ul style="list-style-type: none"> Battery Storage Modelling for Enhanced Connection Assessment (BaTSeC) Construction Planning Assumptions Methodology Enhanced RMS (e-RMS) models for stability assurance Practical Transition into wider EMT GB Modelling Power System Oscillation Characterisation using Wavelets and Trilateration STARTZ </div> <div style="flex: 1;"> <p>Bus. Health</p> <ul style="list-style-type: none"> Regulation Navigator </div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="flex: 1;"> <p>Stackpath</p> </div> <div style="flex: 1;"> <p>Energy Transaction Model Bill Modelling (ETMM)</p> </div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="flex: 1;"> <p>AI metering quality</p> </div> <div style="flex: 1;"> <p>Mass mobility data for demand forecasts</p> </div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="flex: 1;"> <p>Hydrogen Plant Dynamic Models</p> </div> <div style="flex: 1;"> <p>Incorporating the Impact of Climate Change in Power System Modelling</p> </div> </div>	<div style="display: flex; justify-content: space-between;"> <div style="flex: 1;"> <p>Assurance of Stability</p> </div> <div style="flex: 1;"> <p>Early Signs of Oscillation Events</p> </div> </div>			



See our NESO1
Business Plan

Action Plans | Digitalisation, Data & AI

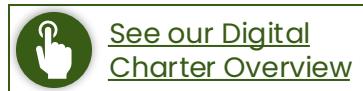
ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1 – 100 (Cont.)	<p>Innovation Productionisation</p> <p>Delivery method: Scaled Agile</p> <p>The purpose of the Innovation Productionisation investment line is to advance and implement into our systems and processes proven innovation projects which have previously been funded through the Network Innovation Allowance (NIA), Network Innovation Competition (NIC) and the Strategic Innovation Fund (SIF). We acknowledge and appreciate the significant contributions of Ofgem in driving industry innovation, as this has enabled NESO to deliver projects which have completed the initial Research, Development or Demonstration phases. This investment supports the successful innovation projects which are now ready for fast and effective implementation.</p>	<p>The diagram illustrates the timeline of innovation projects across four quarters (Q1, Q2, Q3, Q4) and three main phases: SEP (Scaled Agile Productionisation), Energy Insights, and ESR (Electrification of the residential heat sector).</p> <ul style="list-style-type: none"> SEP (Q1-Q2): <ul style="list-style-type: none"> Fast Press (Q1) SIF Fractal Flow (Q1) CASCADE (Q2) Indus (may integrate into DSI) (Q2) Energy Insights (Q2-Q3): <ul style="list-style-type: none"> Electrification of the residential heat sector: Spatial and temporal analysis of electricity demand and flexibility (Q2) Impact of new technology HGVs (Q3) ESR (Q3-Q4): <ul style="list-style-type: none"> STREAM (System Restoration Exploration and Adaptation Modelling) (Q3) Kuiper (Q4) Incorporating the Impact of Climate Change in Power System Modelling (Q4) 							



Action Plans | Digital, Data & Technology

Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-110	NESO AI Energy Core Delivery Delivery method: Phased Artificial Intelligence (AI) can help to interpret and derive insights from a high volume of structured and unstructured data, whilst also accelerating the execution of repeatable tasks. For example, AI-driven simulation and modelling that accurately reflects the real-world power system could play a critical role in managing this growing complexity. Without investment in new AI-led capabilities, we risk falling short of evolving customer demands and expectations. By embracing AI, NESO can reduce operational risks, enhance system resilience, and maintain relevance in this digital age.	 Vanguard Marketplace Launch	 Vanguard Community Pilot	 Vanguard Beta Launch	 Vanguard Future Scaling				
NESO1-610	Modelling Platforms and Tooling Delivery method: TBC The platform integrates datasets seamlessly and delivers intuitive visualisations and actionable intelligence, enabling stakeholders to make well-informed decisions. Our ongoing development of platform capabilities continues to strengthen decision-making, support our clean energy ambitions, and advance our broader organisational goals.	 NESO.AI Marketplace Launch	 NESO.AI Community Pilot	 Scale NESO.AI Community	 Publish Platform Ecosystem				
		 Volta Solution Test	 Productionisation	 Go live	 End to end Integration				
				 Core modelling platform capability established				 Prioritised use case delivered e.g. FES	



Legend	Completed	At Risk	← → Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	→ Release Train

Action Plans | Energy Insights

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-200	<p>Digitalisation of Enabling Functions</p> <p>Delivery method: Waterfall</p> <p>The NESO Digitalisation of Enabling Functions is a strategic transformation initiative designed to modernise our Strategy and Policy, Finance, Procurement, and People services. Through continuing to digitalise our enabling functions and transitioning to NESO-owned systems and processes, it allows us to evolve our internal capabilities and continue to support the wider organisation. The Enabling Functions that fall under this investment are:</p> <ul style="list-style-type: none"> • Digital Change for Strategy & Policy • Digital Change for Finance • Digital Change for People 								



Legend	Completed	At Risk	Brought Forward
	On Track	Removed	Release Increment
	Not Started	Delayed	Release Train

Action Plans | Public Voice & Brand

ID	Title & Description	FY27				FY28			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
NESO1-620	<p>Digital Engagement Platform</p> <p>Delivery method: Agile DevSecOps</p> <p>This investment has two key areas of delivery:</p> <p>1. Digital Experience Platform (DXP) – DXP provides integration with several other platforms allowing customers access to a wealth of data and functionality via a single point of access i.e., Data Analytics platform (DAP), Single Markets Platform (SMP), Digitalised Code Management (DCM), Connections, Electricity Network Access Management System (ENAMS), Electricity Generator Availability and Margin Analysis (EGAMA), Planning and Outage Data Exchange (PODE) and Enduring Auction Capability (EAC).</p> <p>2. Customer Identity Access Management (CIAM) – DEP delivers functionality that enables single sign on security through CIAM, giving our end users a secure and intuitive journey.</p>	<ul style="list-style-type: none"> Implementation of ESG reporting solution 	<ul style="list-style-type: none"> Delivery of Polling and Insights using Data platform tools 	<ul style="list-style-type: none"> Implementation of approved website designs complete 	<ul style="list-style-type: none"> Accessibility 				



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