

Public

NESO Technology Advisory Council

TAC-22 6th March 2026

Meeting pack

TAC-22 agenda – 6th March 2026

Item	Start	Finish	Time	Item	Presenter	Notes
1	9:00	09:05	5	Welcome & Apologies	Eric Brown	
2	09:05	09:10	5	Minutes of last meeting and matters arising	Eric Brown	
3	09:10	09:20	10	Feedback from the last meeting	Cameron Shade	
4	9:20	10:05	45	RIO2 Journey	Joe Stepney	
5	10:05	10:50	45	Digital Strategy	Mayank Jha	
	10:50	11:05	15	BREAK		
6	11:05	11:50	45	Connections and Digital	Darren Holyoake	
7	11:50	12:00	10	Open Balancing Platform Update	Mayank Jha	
8	12:00	12:10	10	Subgroups update	Joe Stepney	
9	12:10	12:20	10	Next meeting	Eric Brown	Next meeting: Friday 5th June 2026
10	12:20	12:30	10	AOB	Eric Brown	

Welcome and apologies

Item 1

Eric Brown

Minutes of last meeting and matters arising

Item 2

Eric Brown

Minutes of last meeting and matters arising

- Minutes of TAC-21 have been published on the NESO website.
- The material from the meeting has also been published.
- This section will be used to discuss any matters arising.

Actions

ID	Action Description	Owner
A06	Work with SP and FD to organise a session with another sector.	Chair
A25	Check if there is anything shareable between NESO and DESNZ head of data regarding the volume of data initiatives and concerns about duplication of effort	SR
A27	Setup a discussion on DNO's lack of visibility on voltage information and acting on 'what if' scenarios	JS
A28	Confirm viability and potential implementation timescales for secure SharePoint based Extranet for TAC usage.	JS
A30	Organise a call with Chair, SR and CT on Innovation initiatives in the sector.	CS

Feedback from the last meeting

Item 3

Cameron Shade

Feedback from the last meeting

Topics discussed at the last meeting were:

- ENCC / DSO communication
- SSEP/RESP data approach
- Sector Digitalisation

ENCC / DSO communication

- TAC suggested real time interaction between DNO's and ENCC are vital.
- TAC were pleased with Primacy and wished it had happened sooner.

Action Taken Since

- Conversations are on going for the operating model for NESO-DNO working arrangements.
- Tool for highlighting NESO-DNO conflict is now live with hopes to start sharing with DNO's this month.

SSEP / RESP data approach

- TAC asked what impact the rest of data SSEP should use has been
- TAC asked whether data sets produced for this would be shared.
- TAC noted transparency on data and assumptions will be critical for success.

Action Taken Since

- Since the meeting SSEP have published the revised plan.
- Non confidential datasets from SSEP will be shared based on DESNZ chosen pathway.

Sector Digitalisation

- TAC asked how this would take into account emerging initiatives.
- TAC mentioned migration is an important part of digitalisation journeys. Data, people and process.

Action Taken Since

- Structured and systematic engagement plan to connect with emerging initiatives and organisations.
- The sector digitalisation plan will take stock of any inflight actions with a view on change management considerations based on this advice.

RIO2 Journey

Item 4

Joseph Stepney

Topics to discuss...

- Reflecting what you know of NESO what would you highlight?
- Do you agree with the overall sentiment

Context & Starting Position

RIIO-2 (2021–2026) is Ofgem’s regulatory framework governing how NESO plans, funds and delivers its role as system operator. It sets expectations across performance, innovation and outcomes.

From **October 2024**, NESO became a **not-for-profit organisation**, meaning incentives under RIIO-2 shifted from being partly financial to being **entirely reputational**. Delivery credibility, transparency and operational outcomes therefore became even more critical.

Starting position at the beginning of RIIO-2

- Operational systems were largely **legacy and fragmented**
- Day-to-day operation depended on **manual processes and workarounds**
- Limited system visibility and integration increased operational risk
- Change was slow, complex and inherently high-risk

What this meant Delivering RIIO-2 ambitions required **fundamental modernisation**, not incremental change.



What should we highlight from a TAC perspective?

We would like to highlight the influence of digital delivery during the RII02 period and the impact that has had.

In your view what would we call out?



Digital Strategy

“Digital Shifts”

Item 5

Mayank Jha

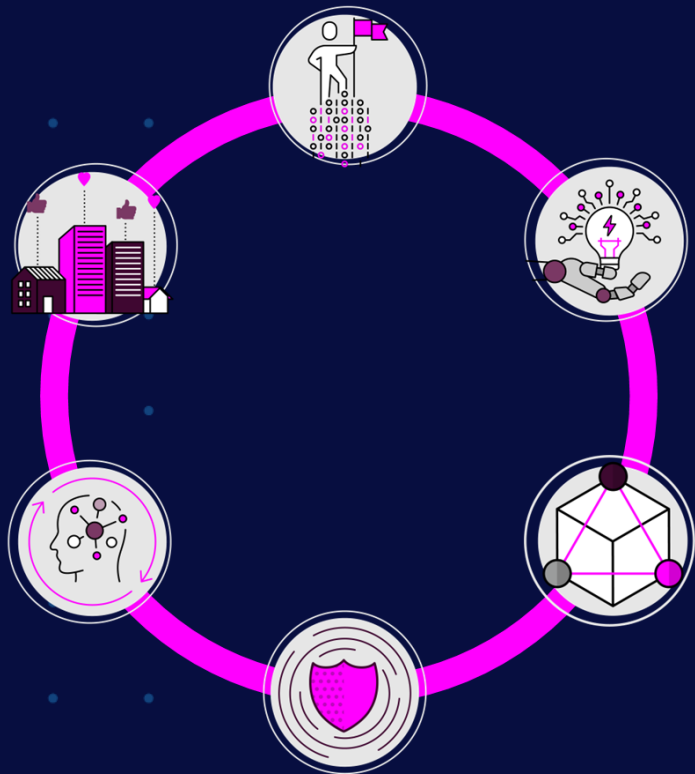
Topics to discuss...

- Reflecting on the Digital Vision, Charters and NESO’s proposed approach and timescales. What are TAC views regarding any comparable activities undertaken elsewhere & key learning points for NESO?
- Strategy & Stakeholder alignment, Key focus is internal alignment during initial development, what’s the view from TAC regarding subsequent external alignment and how best to accomplish that?
- Digital Charters & Action plans, having seen the first iteration of the Digital Charters, What’s the view from TAC regarding how they’d expect these to evolve in context with the Digital Shifts?



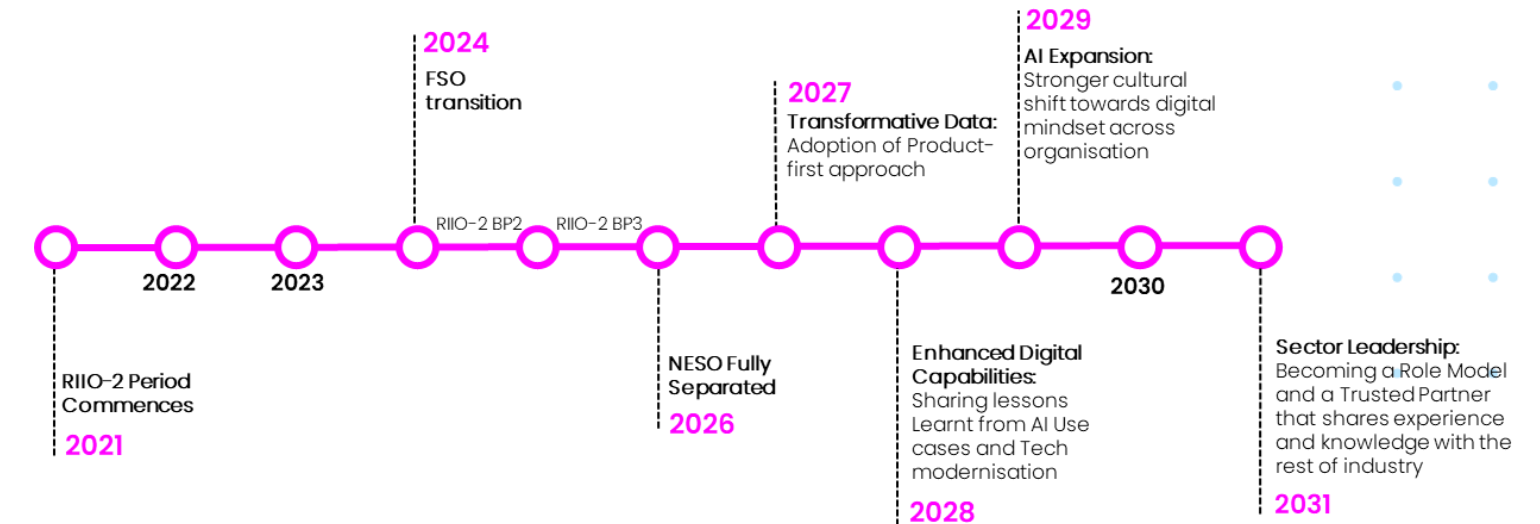
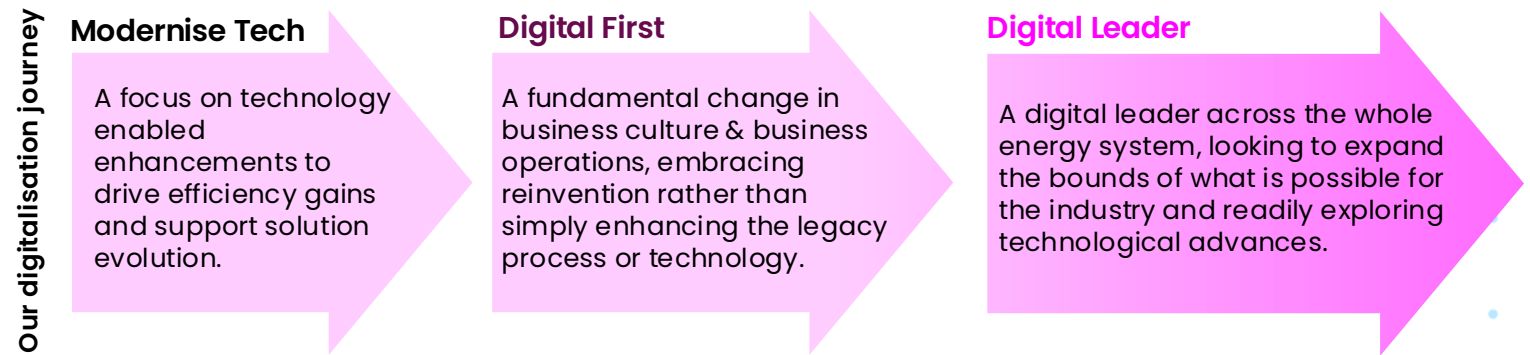
Our Digitalisation Vision

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



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.



Digital Shifts

- We're updating the digital strategy using **five "digital shifts"** as a contextual frames for what it means to be Digital.
- This will give a coproduced and clear description of what "digital adoption" looks and feels like in practice.
- These shifts will help set the direction for heading into 2031 and will cement our ambition of becoming a Digital Leader.

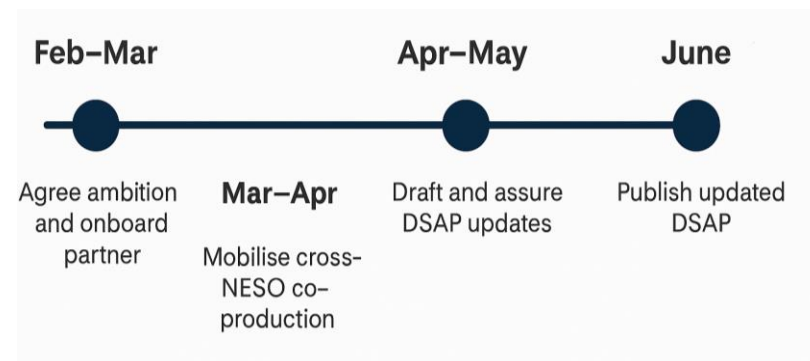
The shifts being developed are (and could be subject to change):

1. NESO will run a virtual, digital-first control room complimented by real-time data and AI.
2. The connections process will be fully automated and seamlessly integrated with TOs and DNOs.
3. NESO will use a unified whole-system model for energy planning and forecasting.
4. Customers will interact with NESO through a single, simple digital interface.
5. Employees will work in a streamlined, joined-up and digitally enabled organisation.











NESO's digital ambition is underpinned by critical enablers and sub strategies, particularly strong data management, which is essential for analytics, automation, compliance and delivering the core organisational shifts. Digital principles focused on data, AI, security and modern architecture provide a consistent, regulator-endorsed foundation and are maintained through the DSAP. Next, NESO will refine to a clear set of ambition statements for how digital, data and AI will transform the organisation, linking them directly to delivery initiatives.

Nest Steps:

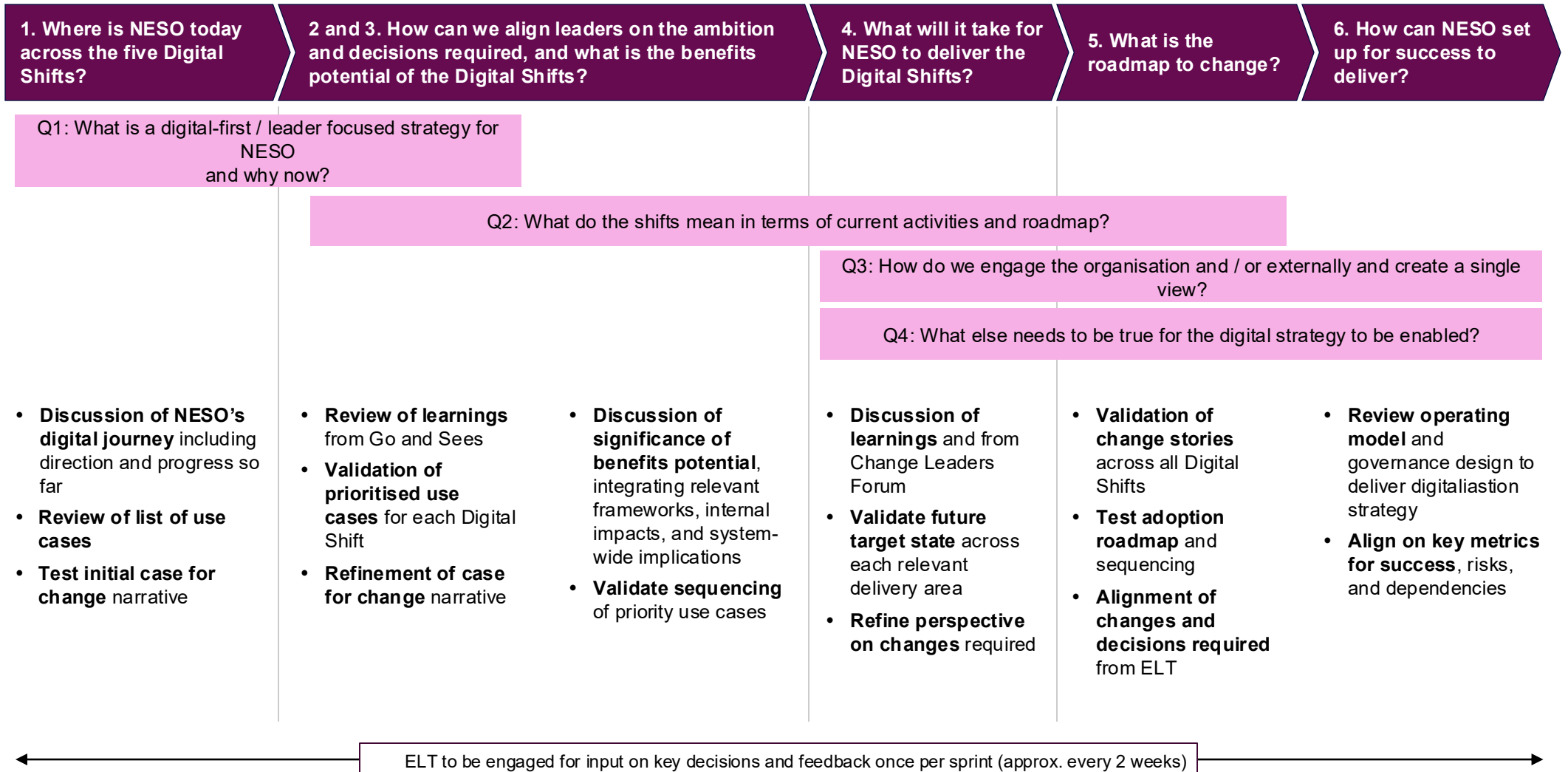
Agree the digital, data and AI ambition, onboard a delivery partner, mobilise cross-NESO co-production, and incorporate the outcomes into the June DSAP publication.



These Shifts are a journey

	From	To
1	 <p>Control room operations using human-driven analytics and experience, making thousands of decisions <i>every day</i> with wide risk margins to account for uncertainty</p>	 <p>A fully virtual control room leveraging human-controlled AI in mixed human and AI teams, making optimal control room decisions based on real-time data to manage thousands of decisions every minute</p>
2	 <p>Connections queue end-to-end process manually intensive, with time consuming applications via portal, queue ordering through limited optimisation scenarios, and clarification and confirmation through emails</p>	 <p>An automated end-to-end Connections and System Access process created with customer experience in mind, which automates processes and provides outcomes most favourable to system cost and NESO objectives</p>
3	 <p>Energy planning and long-term forecasting based on models that take weeks to run when a parameter changes</p>	 <p>An integrated model for energy planning and long-term forecasting, which can run multiple probabilistic simulations in tandem, taking hours not weeks to produce updated forecasts</p>
4	 <p>Multiple digital touchpoints for customers, with different portals and platforms for different things, resulting in an asymmetric and frictional customer experience</p>	 <p>A single, intuitive interface that will serve all customer interactions with NESO without duplication, as well as providing richer information and tools for industry</p>
5	 <p>Dated digital employee experience, slowing down enabling functions</p>	 <p>An improved employee experience achieved by streamlining every enabling function, as well as upskilling employees to ensure they can use the power of new technology</p>

How are we thinking about it



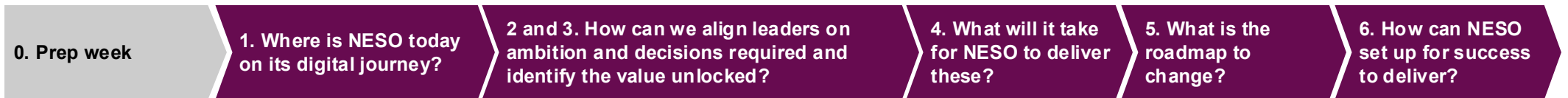
strategic question addressed



Executive Engagement



Our plan



- 0. Prep week**
 - **Review previous digital strategy work**, to better understand any developments
 - **Identify key stakeholders** on engagement, e.g., the “coalition” of NESO colleagues that will be engaging on this
 - **Schedule key meetings** including fortnightly SteerCos and ELT sessions, as well as other milestones to be identified in collaboration with NESO colleagues
 - **Collate necessary data required** to hit the ground running on day 1
 - **Ensure contracts**
- 1. Where is NESO today on its digital journey?**
 - **Confirm where NESO is today on its digital journey**, including progress and challenges, based on leading McKinsey tools (e.g., Digital Quotient), status of each Digital Shift, 2025 DSAP, AI strategy, proprietary McKinsey benchmarks
 - **Develop the fact base and narrative on why digitalisation is needed, and why now** using information on where NESO is today, challenges, targets and commitments (e.g., SSEP, grid connections reform, Clean Power 2030), and technological opportunities / maturity in the wider energy sector (supported by international ESO and wider energy sector case studies) to win hearts and minds and
- 2 and 3. How can we align leaders on ambition and decisions required and identify the value unlocked?**
 - **Gain inspiration from other organisations via “Go and Sees”**, and learn about best-in-class digital strategy delivery, e.g., Lufthansa, British Airways, and UWV
 - **Refine long-list of use cases for each Digital Shift (not a one-size-fits-all approach)**, to create a bespoke ambition for NESO with input from Go and Sees, NESO SMEs and McKinsey digital and energy experts (beyond output from AI Business Case engagement)
 - **Prioritise use cases** for each Digital Shift to take forwards, based on high level estimates for:
 - **benefits potential** (to NESO and the wider energy system, including cost of energy and emissions, security of supply, based on NESO’s Value for Money Framework and AI Benefits Framework)
 - **technical feasibility** (driving cost, speed and risk of implementation)
 - **ease of adoption** (including risk appetite, ease of change management)
 - **Sequence priority use cases in each Digital Shift**, to update and expand the existing delivery roadmap, based on if
- 4. What will it take for NESO to deliver these?**
 - **Identify future target state to deliver the all five Digital Shift visions**, across talent, op model, data, and tech, and what it will take to get there vs today (based on McKinsey Digital Quotient)
 - **McKinsey Change Leader’s Forum** (2 days) for ELT and Digital Shift leaders, to learn about how to apply McKinsey’s latest thinking on making change happen at scale, and engage on NESO’s Digital Shift vision and what it will take to win the hearts and minds that
- 5. What is the roadmap to change?**
 - **Set overall narrative for each Digital Shift and change area** (talent, tech, op model and data), including input from Digital Coalitions
 - **Develop an adoption and engagement roadmap**, leveraging Aberkyn’s industry-leading AdoptX solution, to realise the Digital Shift vision, across all 6 “rewired” elements, with clear actions for 2026-27, an identified coalition with clear roles in driving
- 6. How can NESO set up for success to deliver?**
 - **Design and set up DD&T “Digital control tower”** operating model, including the governance model with Digital Shift leaders to deliver the adoption roadmap
 - **Define clear metrics** for success, and highlight key risks / mitigations and dependencies
 - **Build NESO change capabilities amongst digital coalition through Ability 2 Execute (A2E)**, McKinsey’s best-in-class workshops, to ensure impactful and sustainable change



Activities

What do we deliver



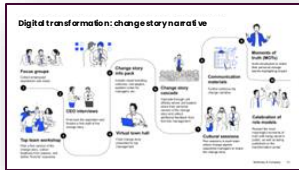
Deliverables



1i. Baseline of status of digitalisation and any challenges today



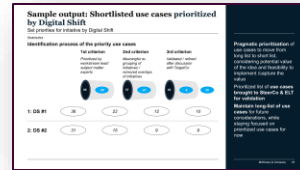
1ii. Fact base and narrative on why digitalisation is needed, and why now



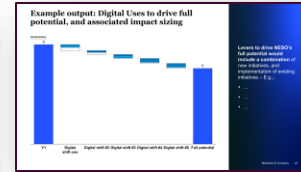
2i. Ambitious long list of use cases for each Digital Shift



2ii. List of prioritised use cases for each Digital Shift



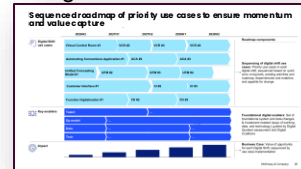
3i. Size of benefits potential for each Digital Shift



3ii. Technical feasibility and ease of adoption for each Digital Shift

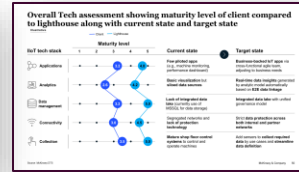


3iii. High level sequencing of digital use cases



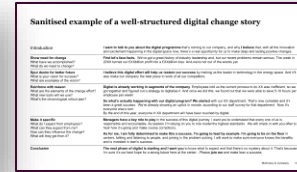
4. What will it take for NESO to deliver the Digital Shifts?

4i. High-level target states on what it will take to deliver the Digital Shifts, across talent, op model, data and tech

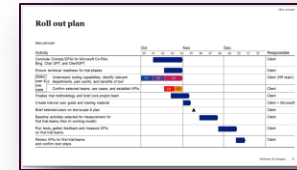


5. What is the roadmap to change?

5i. Change story for each Digital Shift and change area



5ii. Adoption roadmap for delivering the Digital Shifts



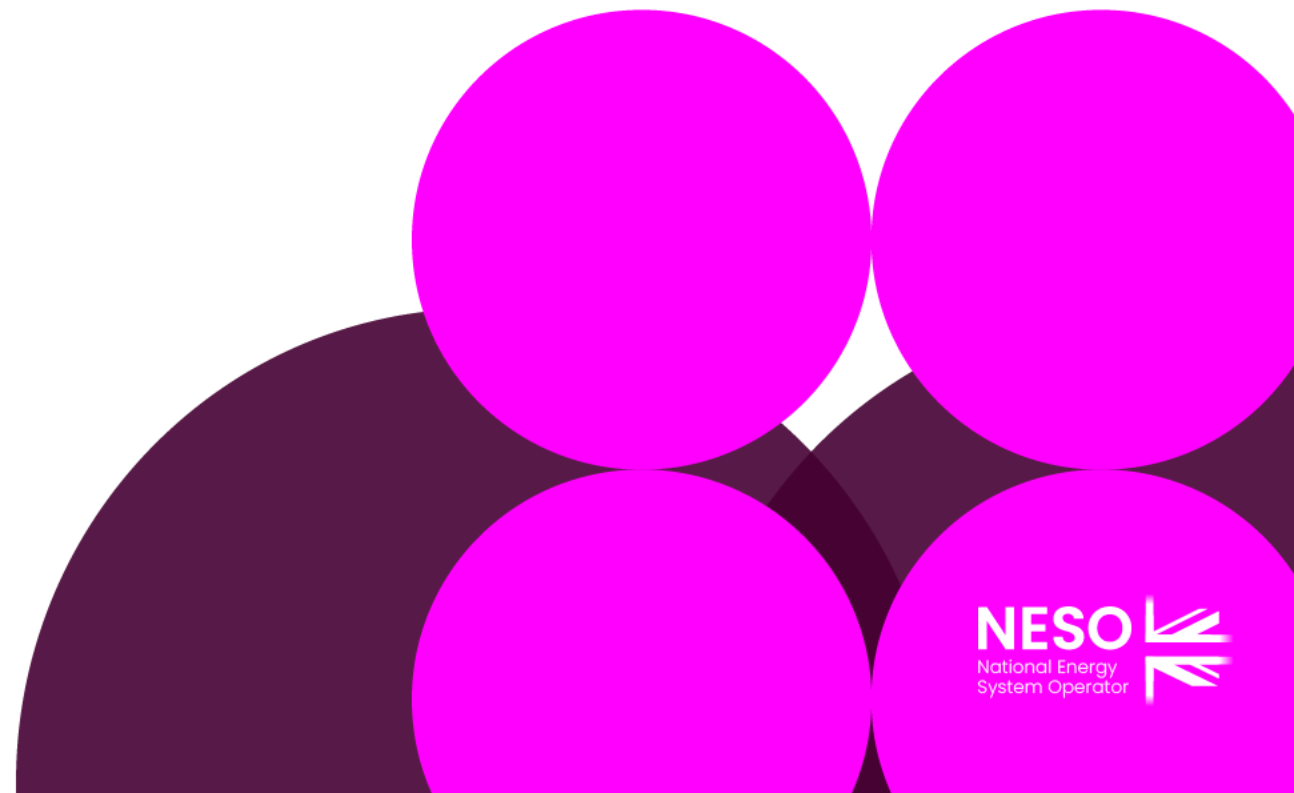
6. How can NESO set up for success to deliver?

6i. Delivery operating model (control tower to deliver, metrics, risks and dependencies)



Break

10:50 – 11:05



Connections and Digital

Item 6

Darren Holyoake

Connections and Digital Agenda

1. What is Connections Reform?
2. The digital and data challenge
3. What was delivered
4. How it was delivered
5. Digital outcomes
6. Q&A

Open Balancing Platform Update

Item 7

Mayank Jha

Key Areas of Progress Since Nov 2025 – Mar 2026

OBP National Demand Optimisation (NDO) LIVE

What it delivers: Automated, constraint-aware optimisation of energy and frequency response, producing system-wide dispatch advice every 5 minutes.

Legacy gap: Will replace outdated technology that couldn't support modern flexible assets (currently parallel run).

Benefits: More accurate and economically efficient dispatch; reduced skip rates.

Impact for stakeholders: More reliable, optimised instructions aligned to system constraints.

OBP OBP Strategic Deployment NEW PLATFORM

What it delivers: A new, resilient OBP platform operating across multiple datacentres, removing the need for planned outages.

Why it matters: Moves from interim OBP Lite to a resilient, high-availability strategic platform.

Benefits: Higher dispatch resilience and reduced operational interruption during system balancing.

Impact for stakeholders: Fewer outage-related impacts, smoother dispatch processes, and more consistent, efficient operational decisions.

BM Dynamic Reserve Setting (DRS) LIVE

What it delivers: DRS using machine-learning models based on demand, wind and system conditions.

Legacy gap: Static reserve settings over-hold reserve and create unnecessary cost; DRS updates requirements far more accurately.

Benefits: More precise reserve sizing, reducing unnecessary procurement.

Impact for stakeholders: More reliable, optimised instructions aligned to system constraints.

OBP Instruction Improvements ENHANCEMENTS

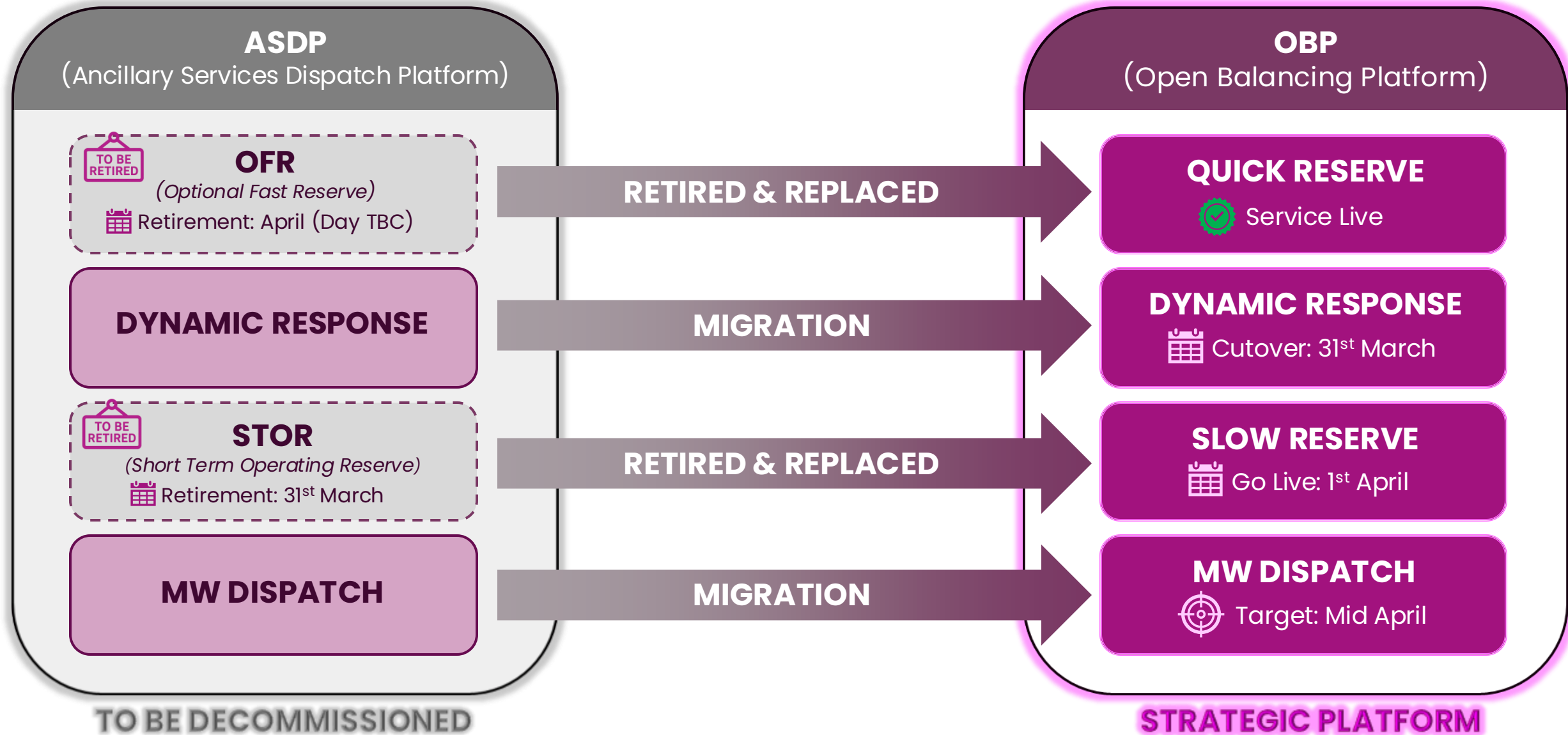
What it delivers: A clearer, more streamlined instruction journey, with embedded tools, simplified flows, and full support for Pumped Storage BOA creation.

Why it matters: Replaces fragmented, multi-step processes that caused context loss and required manual workarounds.

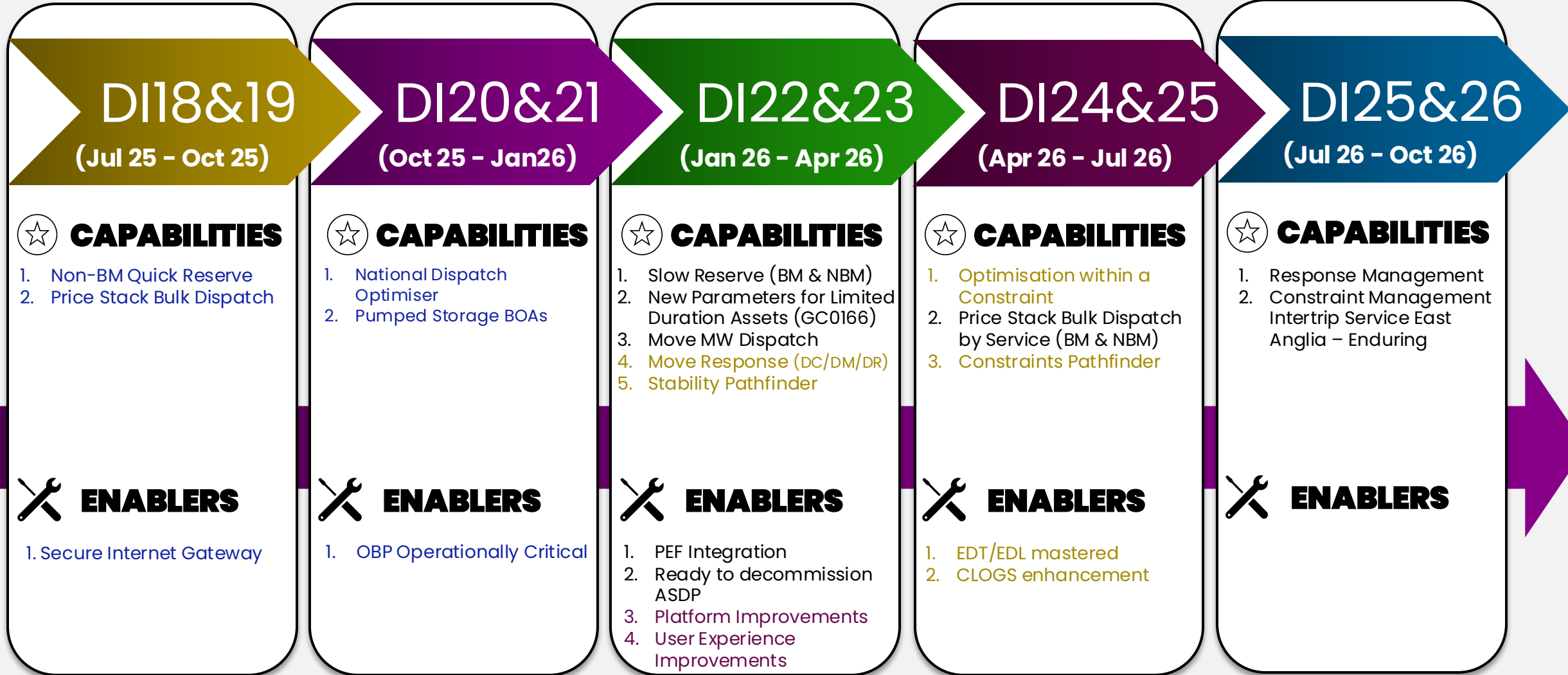
Benefits: Faster, more intuitive instruction drafting with stronger validation and better situational awareness.

Impact for stakeholders: Quicker, more reliable instruction handling and smoother real-time operational decisions

ASDP Migration & Decommissioning (Non-BM Services Only)



OBP Roadmap Update – March 2026



Legend:
 Delivered, Brought Forward, Moved Backwards, New Scope

Abbreviations:
API – Application Programming Interface
ASDP – Ancillary Services Dispatch Platform
BMU – Balancing Mechanism Unit
BOA – Bid Offer Acceptance
CLOGS – Contingency Logging System

DC – Dynamic Containment
DM – Dynamic Moderation
DR – Dynamic Regulation
DX – Dynamic Response

EDL – Electronic Dispatch & Logging
EDT – Electronic Data Transfer
NBM – Non-BM Unit
DI – Delivery Increment

2023 – 2028: Balancing & Forecasting Capability Journeys

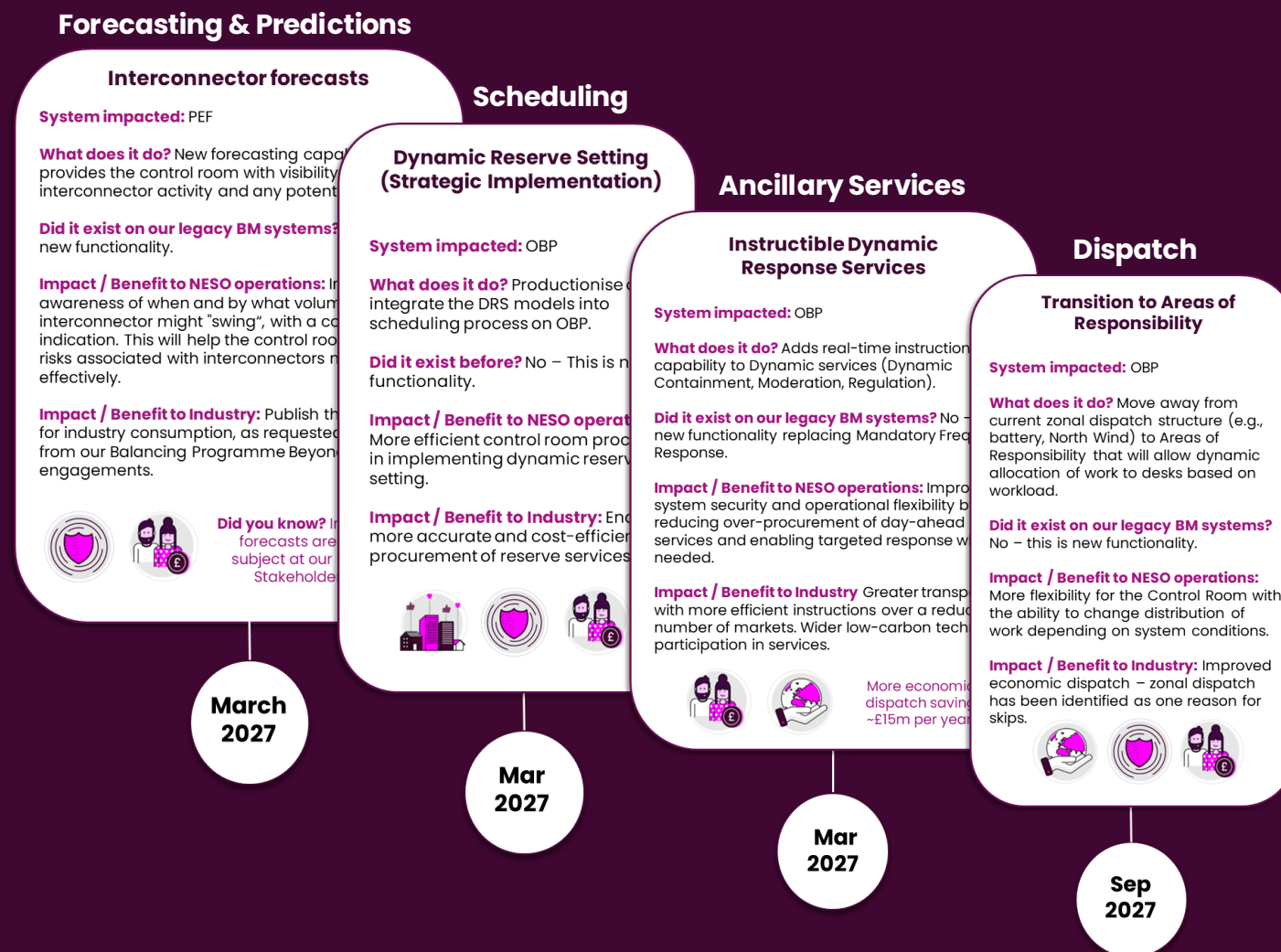
Want to learn more about what the Programme has delivered so far, and what's still to come?

We've broken our delivery into four capability journeys, each showing how the Electricity National Control Centre is already using the functionality delivered, and how it will continue to do so in the future.

These journeys highlight the benefits and impact for the Control Room & industry, the key challenges addressed, and how our work aligns with NESO's strategic goals.

The capabilities you see have been shaped through a combination of external engagement & internal NESO workshops.

Access our capability journey's [here](#).



Subgroups update

Item 8

Joseph Stepney

Subgroups update

Digital and Data Strategy held 9th January

- Data Portal
- NESO Digitalisation Strategy Action Plan
- Next meeting 10th April 2026.

Control Room of the Future held 27th February

- Update: Future Control Strategy & New Capabilities
- Transformation Roadmap
- Volta
- Next meeting 15th May 2026.

Next meeting

Item 9

Eric Brown

Next meeting

Meetings are every quarter for a half-day on the first Friday morning of the month, 9am-12.30pm.

- 5th June 2026

AOB

Item 11

Eric Brown