



# Digitalisation Strategy Action Plan

June 2026



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# Introduction

**Updated every six months, our Digitalisation Strategy Action Plan (DSAP) outlines progress against our Digitalisation Strategy in accordance with Ofgem requirements.**

This DSAP provides updates against our published December 2025 Action Plan and Digitalisation Strategies from March 2024 and March 2026 (T3 update).

Whilst the 2024 strategy placed emphasis on data trustworthiness, access, and visualisation, aided with the latest digital technologies, our new 2026 strategy leverages these capabilities to turn data into trusted decisions, to become a digitally enabled Infrastructure Operator while supporting the energy transition.



## RIIO-T2 focus areas

Data Foundation, Data Sharing, Digital Twin, Enhanced Decision Making and Efficient Enterprise Essentials



## RIIO-T3 focus areas

Key Transformation Programmes based on enhanced business capability, and continued security and resilience of our core systems



## KEYSTONE

Asset Management Lifecycle Optimisation



## ATLAS

A single pane of glass for Operations Engineers



## LIGHTHOUSE

Digital front door with trusted data, AI and automation



## NAVIGATOR

Network operational management capabilities



## BEDROCK

IT asset health for core capabilities

# DSAP Principles are applied throughout



Using energy system data and digital technology to generate benefits for consumers and stakeholders

DSAP PRINCIPLES	APPROACH TAKEN
<p>Prioritise providing benefits to the stakeholders who pay for the Products and Services as well as benefits that are in the Public Interest</p>	<p>The IT plan is driven by requirements gathered from external and internal customers and prioritised based on consumer benefit, as articulated in the plan</p>
<p>Ensure Products and Services work towards a defined vision</p>	<p>The IT plan exists solely to support our vision to provide secure energy to power the country, achieve net zero, and maintain our industrial competitiveness. The IT architecture is an enabler of this vision</p>
<p>Take full advantage of opportunities to deliver benefits early and to iterate improvements to Products and Services</p>	<p>We employ agile principles in planning and delivery, ensuring benefits are delivered as early as possible and using continuous review and incremental delivery to iterate improvements</p>
<p>Make it easy for stakeholders to understand the Products and Services, the status of their delivery and how to access them</p>	<p>This document provides a summary of delivery progress. Individual user groups are fully engaged in the product development lifecycle, from requirements through planning and into production.</p>
<p>Ensure visibility about the nature and status of actions in the Digitalisation Action Plan</p>	<p>The nature and status of action is tracked and managed through IT Delivery processes and summarised in this report</p>
<p>Ensure there is shared understanding of success and performance is measured</p>	<p>Defining “what good looks like” is a critical part of scope definition, as are measures for product / service delivery</p>
<p>Coordinate with the wider ecosystem of Products and Services</p>	<p>The overall architecture vision ensures a consistent, integrated ecosystem and regular portfolio collaboration events keep this on track</p>

A

## Progress on Ofgem Data Best Practice



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# A | Ofgem DBP Progress

**We continue to implement our Data Strategy with a strong focus on Ofgem's Data Best Practice Guidance, which is fundamental to our data improvements**

## Within the System Operator:

- Organisation changes have been reflected in clear ownership of data e.g. the key asset management coordination role has been moved to the System Operator.
- Data discoverability externally has been improved by the implementation of new well documented REST APIs.
- New curated datasets enable Local Large Language Models to interrogate data sets and drive business insight.
- NIS-CAF compliance continues to be a key focus across all relevant data sets and solutions.

## Within Asset Management:

- A priority is the resolution of the asset hierarchy – moving from a low resolution 4-layer hierarchy to an 8-layer hierarchy that will enable far greater intelligence on asset systems and components.
- Using AI to interrogate large unstructured maintenance records and drawings, generating structured asset data with greater granularity (with appropriate checks).
- Extending the canonical data model developed in T2 with a more semantic approach to enable better discovery and navigation for internal and (where appropriate) external users.

This continues our efforts to bring data to life, whilst maintaining the high standards of data security that is expected of the operator of the NTS.



Protect the value we deliver to customers

Enable meaningful data interactions

Get the essentials in place

Capture new data and information

Grow our data capability

B

## Digital Initiatives Update



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# B | Summary of Work (December 2025 – June 2026)



The focus for the last months of the T2 period was to complete T2 deliveries, along with planning for T3 initiatives following Final Determination. Our user-centred change framework with clear role alignment and change control has ensured on-time, on-budget deliveries.

## Planning for T3

Following the Ofgem final determination response, T3 initiative delivery planning started. Transformation programmes were defined and launched.

## Operations Technology Transformation Programme

Key achievements included transitioning to more dynamic scheduling, deploying enhanced connectivity solutions across the fleet, and digitising visitor management. Improvements to device strategy and lifecycle management further increased operational efficiency and workforce effectiveness.

## Future of Asset management

Included refining Management of Change processes, significantly improving Geographic Information System (GIS) data accuracy, and digitising large volumes of legacy maps. Optimisation of asset management systems such as Maximo further improved data handling and operational efficiency.

## Customer & Stakeholder Data enhancements

Enhanced customer engagement and data accessibility through Customer Relationship Management (CRM) discovery and Gas Data Portal (GDP) improvements. The CRM roadmap established opportunities to improve customer and connections processes, while GDP enhancements strengthened data quality, expanded datasets, and enabled user customisation.

## PCD Deliveries

Telemetry on track to complete in FY 26/27, Enhanced asset design delivered.

## System Enhancements

Enhancements to Gemini, Gas control System, Enterprise networks.

*See Section D for T2 DSAP Action updates*

# B | Our T3 Programs



Our T3 planning has defined five key programmes to provide focus for the T3 period. These will drive our continued digital transformation and build on the data and digital improvements delivered in T2

## Securing Britain's Energy Together, the energy behind the change



# KEYSTONE

Keystone delivers a step-change in asset data quality, structure and usability through the implementation of a standardised, ISO-aligned asset data hierarchy and enhanced data governance framework. The ambition – to enable consistent, granular asset intelligence across all lifecycle stages, from design and construction through to operations, maintenance and decommissioning.

## Ongoing Work:

**Digital Construction Management (DCM)** – started planning and scaling the use of BIM-CDE and standardised digital construction processes to improve asset data capture, ensure structured digital handover, and reduce rework across capital delivery.

**Asset Data Hierarchy** – set up a programme for asset data hierarchy foundations to deliver the design of a standardised, ISO-aligned structure, enabling improved data quality, consistency and integration across asset management, maintenance and investment planning systems.



Asset data (hierarchy) transformed to better enable all asset related functions with detailed asset intelligence. Data flowing through all processes, improving insights and removing unnecessary rework.

# ATLAS

Atlas provides a 'single pane of glass' for operational users, enabling engineers and planners to access integrated asset, work and project data through a single, intuitive interface, delivered on the appropriate device in the field or office.

This ensures the right information is available at the right time and location to support safe and efficient operations.

## Ongoing Work:

**Offline Mapping** - replacing our previous outdated Offline Mapping solution with one that works natively with our core GIS system. Removing the legacy platform and improving access to the latest network geospatial data for remote field force workers.

**Spares** - delivering a Spares and Inventory system that enhances the visibility, alignment and utilisation of spare parts by integrating inventory data with our asset management system, enabling data driven decision making for efficient use of Spares.



Access to integrated asset, work and project data through a single user interface delivered on the right device for each user. Easy access to the right information at the right time and place.

# LIGHTHOUSE

Modernise and simplify National Gas's digital and operational foundations to improve employee and customer experience. This includes creating secure, integrated and scalable platforms across key functions, strengthening data and digital capabilities, and embedding governed AI to enable a connected, compliant and future-ready organisation.

## Ongoing Work:

- **Digital workplace** - Enhance intranet and mobile access to create a single employee digital front door.
- **Customer & CRM** - Stabilise and improve CRM with better data, integration and automation.
- **AI & digital experience** - Deliver initial AI use cases with governance for safe, scalable adoption.
- **Data foundations** - Build federated, trusted data architecture for insight, decisions and AI.
- **People & HR systems** - Digitise and standardise HR processes, including payroll and case management.
- **Governance, Risk & Compliance** - Implement a unified GRC platform for better oversight.
- **Procurement transformation** - Establish a single enterprise source-to-pay capability.
- **Finance modernisation** - Strengthen finance systems and reporting, including S/4HANA upgrade.
- **Expense management** - Enhance compliance and fraud detection with automation tools.



Enables a single digital front door where trusted data, AI and automation come together to remove friction from everyday work and support confident decision making

# NAVIGATOR

A safer, smarter and more resilient gas network enabled by operational intelligence, secure systems and real-time data.

## Ongoing Work:

- Entrader upgrades complete; closure paper due end of June 2026.
- Tableau replacement progressing, with SO reporting moving to GCP by September and full decommissioning by end of October 2026.
- Simone 64-bit upgrade underway; FOF and pre-prod complete, full delivery expected by end of June; future modelling options under assessment
- Gemini enhancements and stability

The programme is delivering value through improved automation, insight and standardisation, including enhanced operating margins via the Contract Module, automated GNCC testing to reduce manual effort and speed releases, and a GSO risk report to track and analyse key trends. Azure Repos approval is enabling standardised DevOps practices for wider rollout, while Citizen Developer training is expanding Power Platform capabilities across the business.



Provides clear direction and operational intelligence to evolve network management capabilities. By harnessing automation, secure system & real time data , this will ensure reliable , resilient and customer focussed network operations

# BEDROCK

To strengthen and modernise National Gas's core IT capabilities, enabling secure, scalable, and integrated digital foundations while ensuring reliability and future readiness.

## Ongoing Work:

- **ServiceNow modernisation** - Enhancing ITSM for more efficient incident, change, and request management.
- **GSTIG replacement & SD-WAN upgrade** - Upgrading legacy components to improve network resilience and security.
- **Network vendor transition** - Procurement complete, with transition underway.
- **Resilient communications** - Implementing Google Workspace to ensure continuity during major disruptions, including Microsoft 365 outages.



Delivers robust IT asset health by driving targeted replacements, strategic upgrades, and ongoing enhancements, ensuring our core capabilities evolve to meet operational demands and future business needs.

# B | Spotlight projects



In this section we spotlight projects from each of the key programmes that have successfully delivered digitalisation benefits. Spotlight projects will be updated with each DSAP release as T3 progresses.

## Securing Britain's Energy Together, the energy behind the change



# SPOTLIGHT: MAXIMO SPARES & INVENTORY

A single point of access for searching, checking or ordering spare parts and assets within one single integrated platform.

## The challenge:

- Locating and ordering materials relied on complicated offline templates
- Legacy systems were outdated with inefficient, manual processes
- Little or no data to allow informed decision making

## The solution:

MAXIMO Spares & Inventory (S&I) launched and implemented across a couple of initial sites in April 2026.

## Our strategy in action:

- Real-time visibility of location, quantity and condition of spares/assets and stock in one single application
- Simplified ordering has streamlined the workflow and reduced manual workarounds
- New mobile access – with ease of use and improved user experience
- Builds a dataset over time on usage and ordering, that allows improved data-driven decisions to be achieved
- Future enhancements and rollout plan to prioritised sites across National Gas

"The Maximo Spares & Inventory (S&I) system has significantly improved the day-to-day operations of the central logistics team. It provides clear visibility of stock holdings and has eliminated several previously inefficient, manual processes."

Aidan Hearfield, Logistics Manager, National Gas



# SPOTLIGHT: SUPPORTING SHRINKAGE TRADING & PERFORMANCE

A major milestone has been reached in preparing for RIIO-T3, with the delivery of five new PowerBI reports to support shrinkage trading and performance.

## The challenge:

National Gas buys gas to fuel the compressors that keep the pipeline network running, through both short term and long-term trades. To measure performance, these trades must be assessed against market benchmarks using complex datasets. The scale is significant, with one file alone containing around nine million lines of data each day.

## Collaboration that delivers:

Over the past year, close collaboration between the Shrinkage & Emissions team and the Data Team within Digital, Data & Security has been central to the success of this transformation, delivering engineering to ingest and make sense of the huge data sets, and turning this into business intelligence which can be displayed in PowerBI dashboards.

## Looking forward:

The Business Intelligence reports are generated daily, providing a trusted, up-to-date view of the market, trading activity and performance. As we move into T3, this capability will play a key role in supporting both operational efficiency and financial performance, helping us continue to secure Britain's energy with confidence.

"Analysis that once required significant manual effort is now completed quickly and consistently, enabling the team to automate reporting for internal and external stakeholders, and Regulatory Reporting Packs (RRPs), assess product performance and conduct market analysis to help perform better against the T3 incentive."

**Areeb Arshad, Shrinkage Team Manager, National Gas**





C

## Stakeholder Engagement



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# C | Stakeholder Engagement



We have been continuing our engagement with stakeholders and wider industry players at regular intervals.

## Engagement Format

- Emails
- Newsletters
- Webinars
- Presentations
- Meetings
- LinkedIn
- Survey
- 1-2-1 Meetings with high frequency users

## Forums

- Gas Data Portal user community
- Liaison Meeting
- Transmission Workgroup
- DSC Change Management
- National Gas Energy Forum
- Biomethane Developers
- GDNS
- DESNZ

## Key Messages

SOAP to REST API Transition successfully completed

New Linepack data on Gas Data Portal

Launch of Gas Data Portal Help Centre as single location for help and support

An internal engagement exercise has been undertaken to benchmark our current customer and stakeholder interactions and how they are captured

# C | Stakeholder Engagement



Following the commencement of RIIO-GT3, an internal engagement exercise has been undertaken to benchmark our current customer and stakeholder interactions and how they are captured.

What we have currently achieved:

Outcomes:

Pathways for further improvement of customer experience:

- Mapped existing engagement activities across teams and functions
- Identified duplication, gaps and inconsistencies in approach
- Collated and compared views on stakeholder needs, expectations and experience

- Clear opportunity to realign and streamline engagement activity
- Drive more consistent, coordinated and effective interactions with our customers and stakeholders regardless of department customer is engaging
- Enhance overall customer and stakeholder experience

- Define an end-to-end customer journey framework across key touchpoints
- Standardise engagement principles for consistent interactions
- Provide toolkits to support insight-led engagement
- Embed a single approach to capturing and using insights

D

## DSAP Actions Update



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# D | DSAP Action Updates



ACTION No.	CATEGORY	ACTION	DUE DATE	OUTCOME / JUNE 2026 UPDATE
10	Customer Journey	DSAP Action Plan: Utilising the Data Best Practice Supporting Information, develop a plan based on Customer & Stakeholder engagement to improve the visualisation and interaction with DSAP Plan	Ongoing	The Gas Data Portal Community is the official name used across National Gas communications for the customer-facing engagement forum on gas operational data, led by the Operational Liaison (Customer Liaison) team and focused on MIPI/Gas Data Portal updates. This is a widely recognised group of Gas Data Portal users and stakeholders engaged by National Gas via newsletters, webinars, and feedback sessions. Feedback from this forum informs our Platform backlog.
13	Customer Journey	Stakeholder Engagement: Develop further metrics to demonstrate the successful delivery of DBPG (Data Best Practice Guidelines) recommendations for persona groups.	Ongoing	National Gas has developed an Asset Data Interoperability Standard in collaboration with the GDNs and showcased this to Ofgem with positive feedback. We continue to work with our sector partners, Ofgem, DESNZ and NESO, to make gas data more widely accessible and interoperable to Data Users.
15	Customer Journey	Stakeholder Engagement: Develop and maintain a digitalisation-focused stakeholder engagement strategy to target key groups / personas and drive our stakeholder engagement plans	Closed	Tracked as part of 10.

# D | DSAP Action Updates cont...



ACTION No.	CATEGORY	ACTION	DUE DATE	OUTCOME / JUNE 2026 UPDATE
16	Customer Journey	Stakeholder Engagement: Engage with customers and stakeholders as per the digitalisation stakeholder engagement plan, maintaining a stakeholder engagement log linking feedback to activity and stakeholder outcomes	Ongoing/ Closed	Ongoing work to maintain the engagement log Details on Stakeholder engagements mentioned in the previous section of this document. As this reported as a section in DSAP, we will close this.
18	Customer Journey	Access: Develop a plan based on customer and stakeholder feedback to improve Information Provision API functionality, and user experience across Data Community portal and data platform	Ongoing/ Closed	Information Provision API functionality has been improved recently with the addition of new APIs for the provision of Gas Quality Data. Remaining work will be tracked as per action 10
23	Data & Data Platforms	We are building a new Data Insights & Advanced Analytics platform that will bring together data from across the National Gas estate together into a single, highly capable platform	Ongoing	We continue to progress the amount of National Gas datasets that are surfaced through the platform and mature our capability to deliver "Data as a Product". We have identified new priority use cases for 2026 and are progressing plans to expand our federated data architecture.

# Previous Publications

To provide traceability and transparency, please [follow this link](#) to the previous published action plan in December 2025.

- All open actions from the previous published DSAP have been referenced and addressed in this pack.
- For March 2026 Digitalisation Strategy update, [follow this link](#).