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Paper Reference:	SECP_74_1511_03
Action:	For Decision

Digitalisation Strategy

1. Purpose

In July 2019, SECAS presented the concept of developing a digitalisation strategy to the SECCo Board, following the initial deployment of CodeWorks. The draft strategy has been prepared for SEC Panel review covering elements of SEC and SECAS interactions.

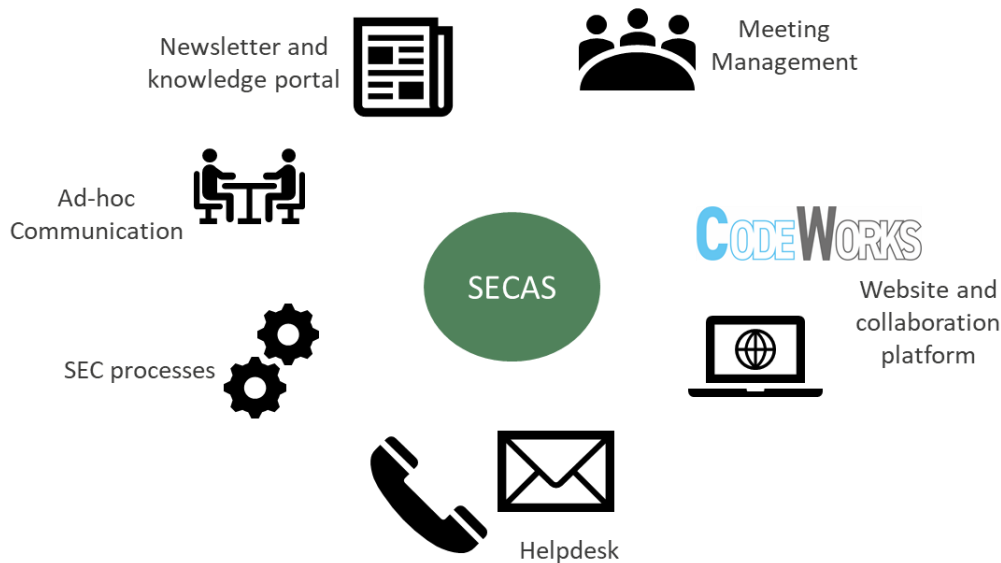


Figure 1: Scope of SECAS Interactions

2. Background

The SEC Panel included a project provision in its 2019/2020 Approved Budget for digitalisation of the SEC, in line with Ofgem's drive for digitalisation within the energy market.

Digitising the SEC will require a phased approach and will not happen overnight. There are many aspects which need to be factored into the plan including technology updates, process changes, user familiarisation and internal/external training. The introduction of CodeWorks offers a number of

benefits to the SEC, SECAS operations and SEC Party interactions; subsequent iterations will be grouped into managed releases.

Following the launch of CodeWorks, SECAS has developed a digitalisation strategy which will act as a development roadmap. This strategy looks at the way SEC Parties interact with the SEC and via SECAS and looks to use technology to digitally transform current working practices. It is currently drafted from a SEC centric perspective and it is anticipated that SEC Parties may have their own digitalisation strategies which may dovetail into this strategy.

This strategy is expected to evolve in line with technology changes and it is recommended that the Panel reviews it on an annual basis to ensure that it remains fit for purpose.

Any amendments to any element of the SEC or SECAS interactions will be agreed by the SEC Panel via a project brief in line with all project provisions. This will include communications with SEC Parties.

3. Recommendations

The Panel is requested to:

- **NOTE** the contents of the paper; and
- **APPROVE** the strategy for publication on the SEC Website.

Attachments:

- **Appendix A:** SEC Digitalisation Strategy

Sarah Gratte

SECAS Team

8 November 2019

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SEC Digitalisation Strategy

Version 0.1

About this document

This document is the Smart Energy Code Digitalisation Strategy. It has been published to document the direction that the SEC Panel will take in order to digitise, digitalise and digitally transform the SEC, its subsidiary documents and processes. This builds on the work that the SEC Panel has taken to date with the release of CodeWorks which contains the Digital SEC.

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1. Purpose

Background and Definition

This strategy has been agreed by the SEC Panel in support of Ofgem’s desire, within the Retail Energy Code consultation, for industry codes to be digitalised. Within the consultation, Ofgem described both digitisation and digitalisation, and this strategy takes this one stage further to enable digital transformation. For the purposes of this document, these terms have the following definitions:

Digitisation	Changing elements of the business from an analogue to a digital form. For example, scanning forms to pdf for easier availability online is digitisation.
Digitalisation	Using digital technologies to change a business model to reduce costs and improve processes. Taking advantage of artificial intelligence, connected devices, big data analytics are examples of digitalisation when used to augment the way the SEC operates.
Digital Transformation	Cross-cutting organisational change in support of a customer-focused digital strategy, concentrating as much on changing the culture of organisations as implementing technology to underpin it. Typically involves several digitalisation projects but delivered in ways that enhance interactions between the SEC and the Parties.

Integral Components

This strategy encompasses the following mission, outcomes, intentions and themes which have placed the SEC at its heart. These components reflect the drivers for the smart metering arrangements as we move from an analogue to digital environment and focus on interaction and collaboration.

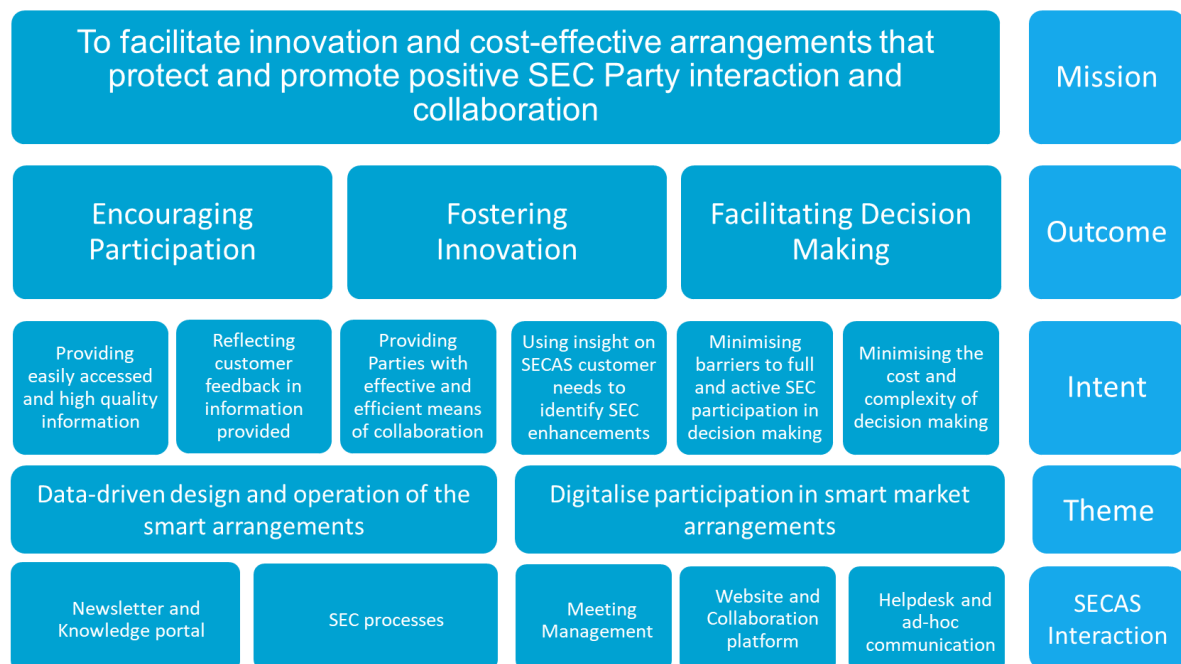


Figure 1: Digitalisation Strategy Components

Drivers

This strategy is driven by the current regulatory landscape, with the aim of improving processes from SEC Panel, SECAS and SEC Party perspective when interacting with the SEC. It uses a number of existing documents, processes and principles to minimise impact of the changes. There is an expectation that the strategy will, in time, highlight changes to these arrangements which will drive efficiencies and involvement with the SEC.

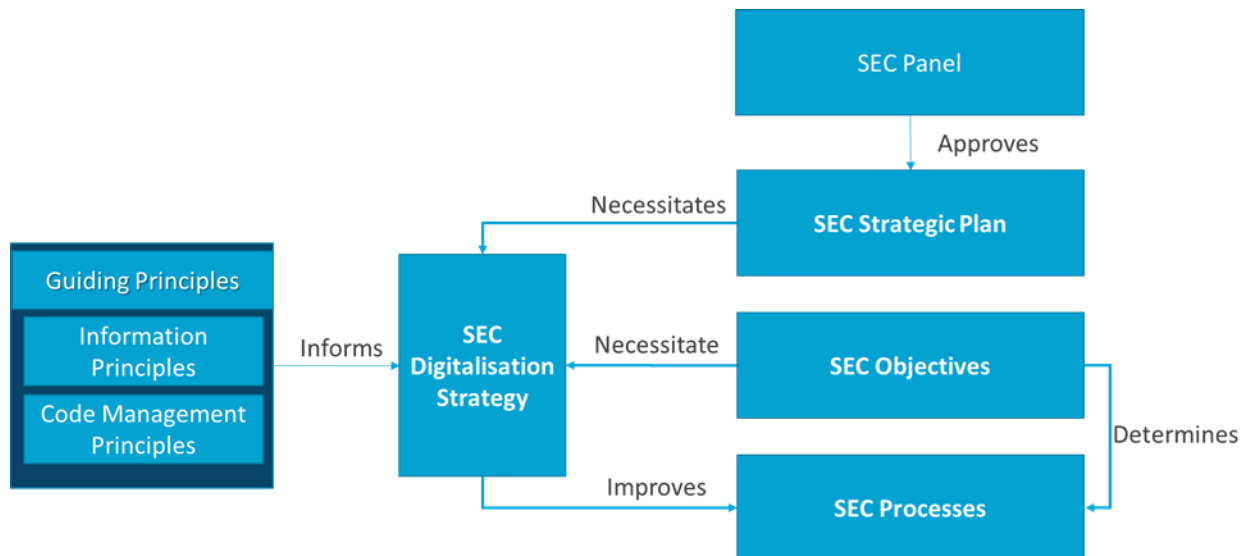


Figure 2: Drivers for Digitalisation Strategy

Links to wider Digitalisation Strategies

Although this strategy focusses very much on the integration of the SEC using SECAS interactions, the SEC Panel is aware that Ofgem's digitalisation drivers are far wider than the industry codes in existence, and something seen to encourage cross code co-operation. SEC Parties will be developing their own strategies which may be underpinned in part by this document. Following the wider circulation and promotion of this strategy, the SEC Panel would be interested in feedback on this document and any amendments which may enhance the contents and interactions with the digital SEC.

2. Scope

The SEC Panel has considered the following scope of this strategy, which will centre around the SEC itself and how Parties interact with the code, and also the processes defined by the SEC which are delivered by SECAS on behalf of the SEC Panel.

SEC Interaction

The SEC Panel agreed to implement the CodeWorks solution in September 2019. The initial phase of the project included the digitisation of the main body and schedules of the SEC. Two subsequent phases of the CodeWorks deployment are currently scheduled. These are:

- November 2019 - collaboration around Modification Proposals
- February 2020 - improved processes associated with the Security Self-Assessment process.

Further phases will be deployed as SECAS and Parties start to use the solution and can see further benefits.

The SEC Panel is overseeing the deployment of CodeWorks with the view to ensuring ease of use, wide accessibility and interaction with the SEC.

SECAS Interactions

SEC Parties interact with the SECAS team through a variety of mediums which include push and pull mechanisms. These interactions are all within scope for change as part of this strategy. Feedback received from Parties is that information sent to Parties is seen as adequate, but is an all or nothing approach, which means that Parties cannot currently tailor what they wish to opt into.

The interactions shown in Figure 3 are supported by developments within the Digitalisation Strategy Themes: Meeting Management; the Website and Collaboration platform; the Helpdesk and Ad-hoc communication will use tools associated with Digitalisation. This will enhance participation with the SEC to ensure wider engagement by lowering the time and travel demands on participants.

‘SEC Processes’ and ‘Newsletter and Knowledge Portal’, will be primarily supported by Data driven design to ensure they provide the best value and more closely meet participants’ needs.

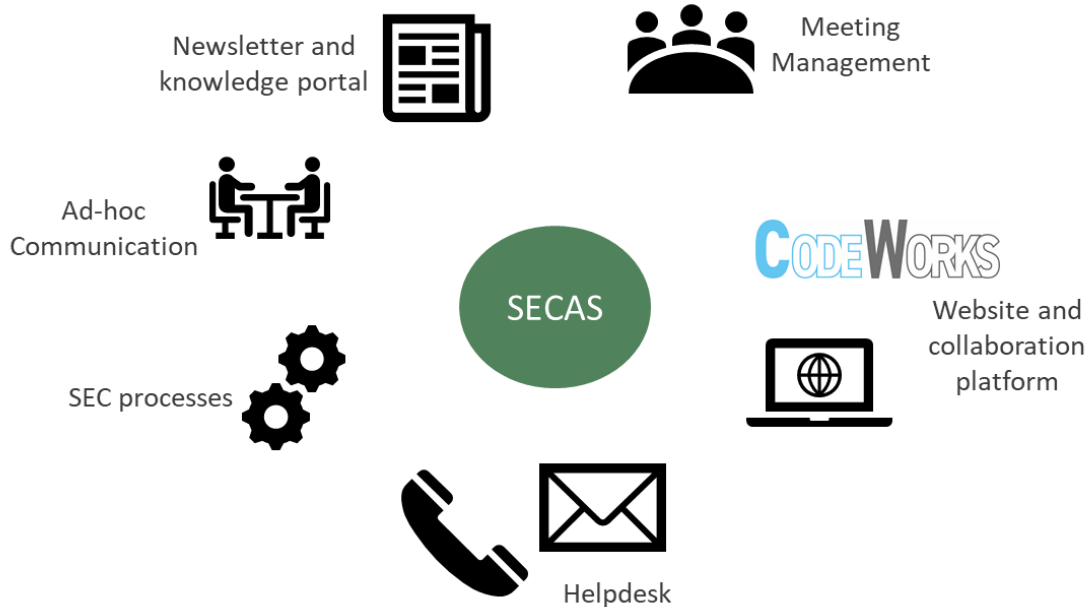


Figure 3: SECAS interactions

Meeting Management

SECAS host meetings on behalf of the SEC Panel and its Sub-Committees as per the SEC Panel annual budget. Meetings are currently held at the Gemserv offices in Central London but offer teleconference facilities for every meeting. Future options may include videoconferencing, webinars and virtual meetings, with the ability to vote remotely as long as quoracy can be demonstrated.

Currently, papers are presented to each meeting five working days in advance as per the requirements of the SEC. Participants in the Ofgem Code Administrators Performance (CAP) survey are 100% satisfied with the papers that are presented for the meetings. We have however received feedback that the meeting papers need to become more digital and, in some cases, more easily accessible. This is an area that will be investigated over the coming year. It will be a fine balance to meet the differing needs of SEC Parties, whilst retaining the current satisfaction levels and maintaining the requirements of the SEC.

Decision making is part of most SEC meetings. Digitalisation and changing existing processes may allow decisions to be driven using digital tools, especially in relation to change and modification Working Groups. This may not work for contentious or complex decisions, but one possible use of digitalisation would be to have different categories or tracks of change/decision, with the less contentious and complex being possible to discuss and vote on “asynchronously” (as in, not all doing it at the same time). This would allow lighter touch participation from busy Parties, coupled with the capability to flag relevant changes to them more clearly/consistently. SECAS could provide a moderation service for these discussions, like virtual chairing.

A further option could be allowing a digital “postal vote”, whereby SEC Parties could submit their views and vote in advance of a final discussion, for everyone to see ahead of the on-the-day meeting/decision. This would suit the more contentious and complex issues, allow for time to debate Party views in a managed way, and provide time for Parties to debate other views internally if required.

Website and Collaboration platform

The initial phase of the Digital SEC can be accessed through the SEC Website. The website again received positive feedback from respondents within the Ofgem CAP survey, with higher scores in 2019 on ease of finding information and keeping Parties sufficiently informed of changes to the SEC. There was, however, mixed opinion and there were areas of improvement suggested regarding search functionality. The SEC Panel will include a provision within its annual budget moving forward to cover Website continual improvement projects, and request that SEC Parties provide feedback on amendments that they would like to see via the SECAS helpdesk.

The CodeWorks solution will develop over time with a number of phased releases. Forthcoming releases will concentrate on enabling collaboration around the modifications process and security self-assessments. The SEC Panel would like to encourage collaboration and encourages Parties to sign up for login credentials. This will allow access to Modification Proposals and consultations which will help shape the changes as they progress and may remove the need for physical Working Group meetings as we move into a virtual working space.

In addition to its collaboration capabilities, the Digital SEC solution allows linkage across formal and informal information on the SEC, as well as the gathering of analytics to drive continuous service enhancements.

Helpdesk

SEC Parties can raise queries via the SECAS helpdesk either by email or telephone. The helpdesk receives in excess of 1500 enquiries per month. The current solution does not allow for collaboration, analysis of Frequently Asked Questions, monitoring and reporting, or chat room capability. SECAS would like to be able to further analyse the types of queries received and identify alternative means to cover off the “high frequency” questions, which could include improved website signposting.

The SEC Panel would like to encourage an omnichannel SEC community type offering, with easy access to information, the ability to share best practice, questions and answers available in an easily searchable manner, with metric and dashboard style reporting. This change would potentially minimise the need to use the existing telephony/email helpdesk.

The helpdesk and the website, alongside CodeWorks, will be part of the new service portal which will allow SEC Parties access to information and streamline the process for interacting with SECAS.

SEC Processes

SEC Parties interact with the SECAS team for various processes such as raising modifications, accessions, security and privacy assessments, and various other touchpoints as outlined within the SEC. Currently these processes are predominantly driven by email processing. One exception relates to the online booking of security and privacy assessments which was introduced over the last year as part of the SEC Website refresh project.

The SEC Panel encourages the digitalisation of SECAS interactions with SEC Parties, and will be asking SECAS to identify further changes, e.g. web-based workflow management tool, allowing Parties to work with SECAS to carry out many routine tasks through an always available, easy to use interface, which will provide a better audit trail and more clear signposting of progress, next steps, required information etc than is practical through email.

Ad-hoc Communication

Communication between SEC Parties and SECAS, or between SEC Parties, normally takes place around pre-planned meetings or on a bilateral basis. These meetings are either conducted face to face or via teleconference. SEC Parties have requested videoconferencing facilities, and the SEC Panel is interested in looking to implement this as a variation moving forwards. The collaboration platform may also open the opportunity for more chat-based interactions between Parties outside of the established meeting schedule, should this approach meet participant needs. Any changes identified as part of meeting management above, could also be used as part of ad-hoc communication.

Newsletter and Knowledge Portal

The SECAS team provide updates to SEC Parties via a fortnightly newsletter which contains the latest information, consultations, updates on Panel and Sub-Committee activity and SECAS news. The newsletter is both a push and pull mechanism currently. The SEC Website contains links to the current and historic versions of the newsletter, and also latest news pages. Tailoring news and articles to an individual users' preference, via a subscription service, may be a step on the path to digitalisation for investigation by SECAS. The newsletter content could be driven by CodeWorks and other digital tools, e.g. a particular Sub-Committee is considering a particular modification and Parties could click on the link which takes them to CodeWorks to participate in its development.

3. Next Steps

The SEC Panel has requested that SECAS drive forward to fulfil the scope of this strategy. Prior to the commencement of any work on any improvements to the interactions listed within section 2, SECAS will develop a project brief for the SEC Panel and SECCo Board's review and approval. The project brief will contain details of the improvements, costs, resourcing, benefits and timescales.

To build on the foundations that the Digital SEC brings to the smart arrangements, the Panel is minded to implement any agreed changes in FY2020/21, and have therefore included provision within the related annual budget. This provision will only be used following approval of the project brief.

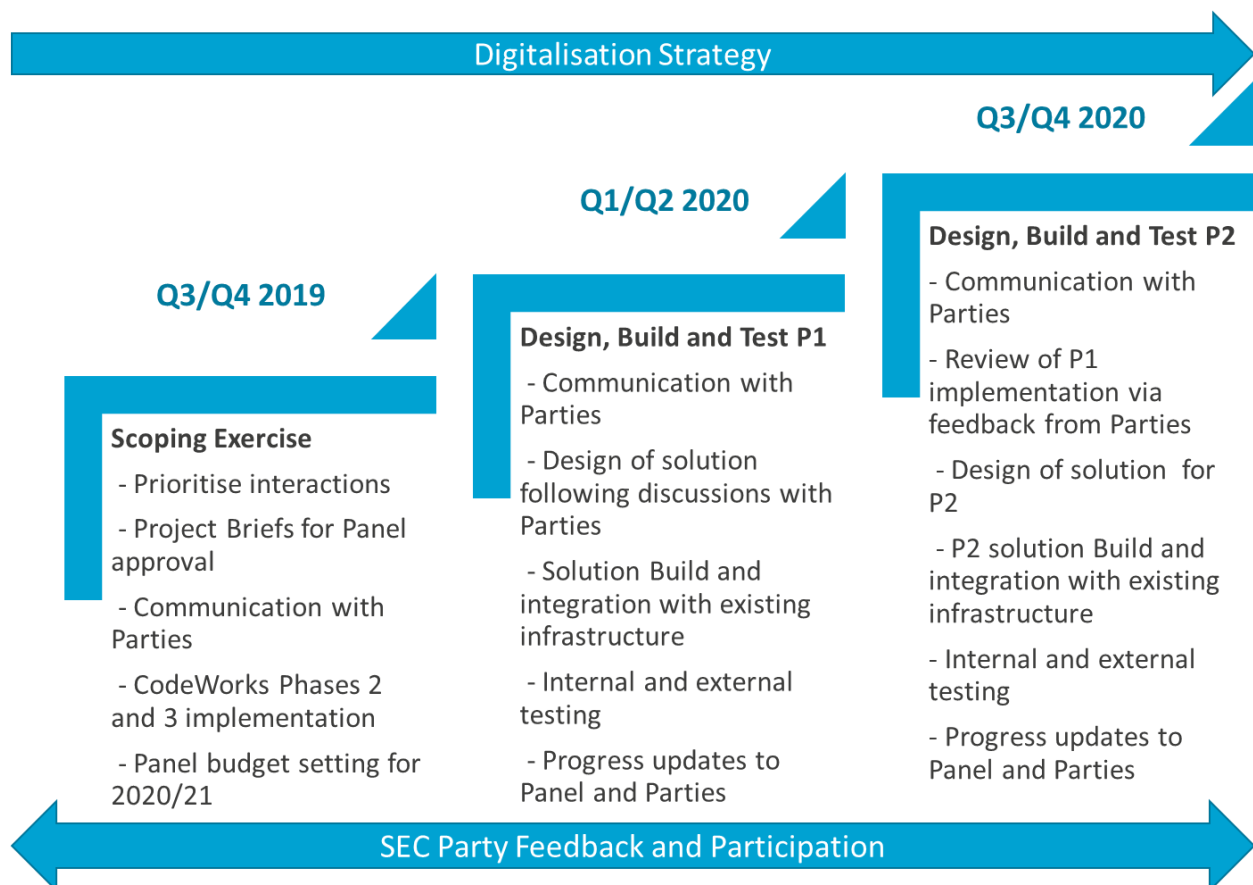


Figure 4: Digitalisation Strategy Implementation Timescales

Appendix 1: Version control

Document history				
Version	Status	Issue date	Author	Comments
0.1	Draft	5 November 2019	Sarah Gratte	Initial Release



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