ESO

People & Process Advisory Group

Meeting 3 Minutes

Date:	05/07/2023	**Location:**	Virtual
Start:	13:00	**End:**	15:00

Participants

Attendee	Organisation
James Edwards-Tombs (Interim Chair)	ESO
Claire Addison	Flexitricity
Gea Mikic	Icebreaker One
Barbara Bormann	Drax
Simon Evans	Arup
Jonathan Barcroft	ESO
Divya Mahalingam (Facilitator)	ESO

Agenda

1.	**Apologies for absence**
2.	**Discussion: Common framework factors covered**
3.	**Discussion: What input we would like from you**
4.	**Discussion: Structure of the attachment**
5.	**Next meeting**
6.	**AOB**

Discussion and details

1.   Apologies for absence
- Kevin Reeves - Construction Leadership Council
- Prof Chris Budd - University of Bath
- Gemma Beard - IOTICS

2.   **Discussion: Common framework factors covered**

- The Virtual Energy System (VirtualES) 'people and process' Advisory Group will cover seven factors, of which three have been prioritised for immediate consideration.
  - o Raising awareness and fostering culture
  - o Engaging stakeholders
  - o Creating a governance framework

Reflection Point

- ***Do you get a sense a factor is of higher importance than another?***

Discussion

- Raising awareness and fostering culture, governance, and engaging stakeholders were prioritised out of the social factors. ESO confirmed that the decision was made as these factors act as the foundation of the common framework from a social perspective and will set the tone of the programme.
- It was suggested that *creating a governance framework* is important among three of the prioritised factors. An effective governance model is a key requirement to make informed decisions regarding national critical digital infrastructure and will also act as an enabler of the culture we want to foster within the VirtualES.
- It was concluded that creating a governance framework must be guided by a set of aims, values, and design principles, and corroborated by the programme stakeholders. The group considered that these are well explained within the best practice document.

3.   **Discussion: What input we would like from you**

- For this Advisory Group, we would like your input and feedback on the following areas:
  - o Structure of the document, and the story telling aspect of the document to ensure a reader, unfamiliar with the programme, understands the various prioritised factors and how they interact with each to enable a successful implementation.

Reflection Points

Engaging stakeholders

- ***What are your thoughts on the methodology described in 'Section 3 - Stakeholder Engagement'?***
- ***Can you detail any specific drivers and motivators of stakeholders from your experience?***

Discussion

- It was discussed that the engaging stakeholder's methodology includes: an approach to identifying and understanding stakeholders; defining success metrics; tools, mechanisms, and a framework for engagement; and how to measure and iterate on your engagement plan.
- Group members agreed with the suggested methodology to creating an effective stakeholder engagement approach.
- It was recommended that step 2: Understanding Stakeholders and step 4: Define Strategies are key to create an effective stakeholder engagement approach.
- It was raised that it would be a benefit to the programme and to the individuals if they were intrinsically motivated to be part of the programme. These individuals could be people who have a keen interest in achieving net zero or in the digitalisation of the energy system. For example, energy technology groups, where manufacturers, experts, and installers of decentralised energy technologies share their thoughts in making the appliances and systems that go into homes.

Reflection Points

Raising awareness and fostering culture

- ***Raising What are your thoughts on the vision articulated within the document based on your understanding of the goals of the VirtualES?***
- ***Does establishing a baseline section provide enough guidance to allow organisations to understand their current VirtualES readiness?***

Discussion

- It was discussed that defining the culture of the VirtualES began by establishing an engaging vision with a clear purpose. Building an engaging vision involves both articulating a challenging target and defining the explicit values of the VirtualES.
- It was suggested that this sharing culture is quite a new and innovative language in energy industry, but there are a few questions which need to be addressed:
  - How do you implement it?
  - How do you share culture with people who maybe aren't used to thinking in similar terms?
  - How do you monitor it?
- It was advised that fostering an appropriate culture is key because it will enable success for organisations participating in the VirtualES:
  - Creating a sense of belonging that unites actors behind a single vision
  - Increasing collaboration and improving openness & trust which will in turn increase innovation
  - Supporting adaptability and resilience by promoting flexibility and a willingness to change
- It was agreed that the VirtualES will be a far-reaching programme with multiple actors and stakeholders involved with varying levels of digital maturity. Establishing a baseline allows an organisation to understand where they are today and, if needed, design the journey to being VirtualES-ready.
- It was concluded that *raising awareness and fostering culture* is a must-have aspect for a sector transformational initiative, such as the VirtualES. The interaction among the wide variety of organisations, disciplines, personalities and traditions requires a common interaction point to achieve the vision, an interconnected ecosystem of digital twins.

Reflection Point

Creating a governance framework

- ***Do you agree with the recommendation of governance Model D - Co Led?***

Discussion

- Model D: Co-led was selected as the recommended governance model for the VirtualES.
- It was concluded that this model sees a new independent Orchestrator entity for coordination and conflict resolution with clear government backing. The entity can engage the industry to ensure sector needs are actioned, and standards are defined quickly, through structured feedback, and oversight from Expert Advisors.

6. **Discussion: Structure of the attachment**
   - The structure of the proposed best practice document is as follows:

Engaging stakeholders
   - Section 1 - Setting the scene: Outlines the VirtualES programme definition, and work completed to date.
   - Section 2 - Priority factor overview: a description of the three prioritised factors.
   - Section 3 - Defining the culture of the VirtualES: an overview of the ways to define the cultural values of a programme.

- o Section 4 - Be a Part of It: an outline of the ways to fostering culture to enable implementation of VirtualES.
- o Section 5 - Next steps: An overview of the future roadmap to deliver the programme.

Raising awareness and fostering culture

- o Section 1 - Setting the scene: Outlines the VirtualES programme definition, and work completed to date.
- o Section 2 - Priority factor overview: a description of the three prioritised factors.
- o Section 3 - Stakeholder engagement: Outlines and defines the methodology to engage with stakeholders for a programme such as VirtualES.
- o Section 4 - Next steps: An overview of the future roadmap to deliver the programme.

Reflection Point

- *Does this provide useful context for the reader?*

Discussion

- A group recommendation was that the best practice documents are well written, easy to read and understand.
- It was concluded that the structure of the documents correctly identifies and underscores the crucial considerations of security, governance, user experience and accessibility that must be taken into account to guarantee the successful implementation of the VirtualES.

7.   Next meeting

- The next meeting will be held on Wednesday 13th September from 13:00 to 15:00.

8.   AOB

- The Chair thanked the group for their attendance and contribution.