Stakeholder Justification Paper – IT	
Output/Commitment Title	
Supporting the delivery the RIIO-GD3 commitments from an I.T. and Telecoms technological perspective.	
Detail	WWU will enter GD3 with a stable foundation of technology systems having reduced our dependency on existing data centres in favour of cloud services and upgraded many standard legacy systems.
Strategy Document/ Business Plan Section	IT & Telecoms Strategy, BP: IT & Telecoms Strategy
Benefits & risks	
Summary of benefits	Detail in strategy.
Summary of risks	Detail in strategy.
Stakeholder voice - Golden thread	
Engagement method (what and who)	To prepare the IT & Telecoms plan, we have worked closely with all other WWU workstreams to gather technology requirement for GD3 based upon their own plans. All the initiatives across these workstreams areas have each in turn carried out their own external stakeholder engagement to gather evidence for their requirements. The various engagement methods and stakeholder groups engaged is detailed in the workstreams own Stakeholders Justification Papers. However, the business has commissioned Gartner (an independent technology consultancy) to review and assure the plan for effectiveness and cost efficiency. This document outlays the feedback, conflicts and considerations the Gartner led work provided WWU which has had an impact on the RIIO-GD3 business plan.
Stakeholder Views (what they said, regional differences and how we responded)	**Opinions & Views:** independent research through Gartner covered various topics, providing insight that will support WWU's RIIO-GD3 IT & Telecoms strategy. These include: Enterprise technology operating models – Research suggests that these operating models can support innovation in several ways. By integrating business, digital and traditional IT capabilities into an adaptive technology operating model a business can foster collaboration and leverage diverse expertise to drive innovation. Business leaders in other industries are now showing greater ownership of digital initiatives which is crucial for driving innovation that aligns to business goals. Centralising resources and talent is crucial for bridging digital talent gaps in business areas, as it ensures the availability of specialised skills and resources to support innovative projects. Effective change management processes are essential for the successful adoption and scaling of innovations, and these processes should be continually improved based on learnings. Additionally, a common framework for measuring the benefits of innovations is important for assessing their impact and making data-driven decisions. Hype Cyle - A Hype Cycle is a graphical representation of the maturity, adoption, and social application of specific technologies. It provides insights into how a technology or application will evolve over time. The Hype Cycle for Emerging Technologies distills insights from 2,000 technologies and applied frameworks that Gartner profiles each year into a succinct set of "must-know" emerging technologies. The key themes in emerging technologies for 2024 include Autonomous AI, Developer Productivity, Total Experience, and Human-Centric Security and Privacy. The benefits of using the Hype Cycle include providing insight into technology evolution, identifying transformational technologies, offering early-stage awareness, aiding in strategic planning, and ensuring dynamic and comprehensive coverage. Generative AI – Generative AI can assist everyday manual tasks by classifying cases and summarising context, it has the ability to enhance engineers' efficiency and

creativity, accelerate application delivery and improve software quality. It is being used across various industries including banking, healthcare and legal. Generative AI models offer a higher level of performance than from-scratch approaches. This is possible by leveraging pretrained models and training them further on instruction datasets via supervised learning. These models are highly adaptable and can be fine-tuned for several domains, and as Cloud computing has become more popular it has made generative AI more accessible by lowering the barrier to entry. However, feedback from Gartner research and other stakeholders has highlighted risks associated with using AI, which is detailed in the conflicts section below.

Data Integration Tools – These tools enable organisations to achieve consistent access and delivery of data across various sources and types, meeting the data consumption requirements of business applications and end users. They support various data integration use cases such as:

- **Data Engineering:** Managing data pipelines for analytics and business intelligence.
- **Operational Data Integration:** Supporting reverse ETL, data acquisition, application data access, partner data sharing, and business process data consolidation.
- **Master Data Management (MDM):** Creating, maintaining, and managing master data, including data hubs, data quality, and governance.
- **Data Fabric Design Support:** Enabling faster access to trusted data across distributed landscapes.

Benefits of these tools come from *Augmented Data Integration* involving enhancing data integration operations through extensive metadata analysis, generative AI, and prepackaged ML algorithms, automating design and delivery via active metadata analysis and recommendation engines; *Self-Service Data Preparation* which empowers nontechnical staff, such as citizen integrators and business analysts, to handle data integration using low-/no-code techniques for access, profiling, transformation, wrangling, filtration, enrichment, issue fixing, and basic modelling; *Data Governance Support* assists in meeting data governance mandates like data quality, lineage, policy enforcement, masking, and annotation for specific use cases. These points highlight the comprehensive role of data integration tools in modern data management and analytics infrastructures.

Conflicts: Some consumers have feedback concerns about occasional factual inaccuracies, biases against certain customers, data privacy issues, and the immaturity of the technology when engaged on generative AI. Other risks highlighted in our research relating to generative AI include loss of confidential information, hallucinations and misinformation, black box responses, intellectual property risks, static information, misuse and disinformation, liability issues, and ownership challenges. However, keeping human agents in the loop and using hybrid tools can help mitigate these risks.

Performance	
GD2 Performance, Benchmarking/ Industry comparison	See strategy document for detail.
Deliverability	
Deliverability & viability implications	See strategy document for detail.

Triangulation scorecard

Our engagement scoring methodology leverages the information from the HM Treasury's Magenta Book, Quality in Qualitative Evaluation framework and various weighing methodologies used by networks to assess how much impact each piece of evidence should have on their decision-making process.

Each piece of evidence is given a score between 0-2 against a scoring criteria including *Relevance to*

topic, Level of stakeholder knowledge, Quality of engagement, Rigour of feedback collection and *Credibility of analysis and interpretation.*

The table below outlines how the evidence used to produce this document scored against each criteria and its overall score. An average and modal score is then provided, which is associated to a grading system that demonstrates the feedback robustness and quality.

Document Name	Score					Final Score
	Relevance to the Topic of People	Level of Stakeholder Knowledge	Quality of Engagement	Rigour of Feedback Collection	Credibility of Analysis and Interpretation	
2024_Power_Utiliti_805029_ndx.pdf	2	2	2	2	2	10
Case_Study_Digital_796696_ndx.pdf	2	2	2	2	2	10
Case_Study_How_a_Lo_803437_ndx.pdf	2	2	2	2	2	10
Case_Study_Prioriti_801985_ndx.pdf	2	2	2	2	2	10
Case_Study_Technolo_802953_ndx.pdf	2	2	2	2	2	10
Hype_Cycle_for_Emerg_812275_ndx.pdf	2	2	2	2	1	9
Innovation_Guide_for_800194_ndx.pdf	2	2	2	1	1	8
Magic_Quadrant_for_D_777860_ndx (1).pdf	2	2	2	2	2	10
Optimize_Your_Resource_Allocation_Model_for_the_Digitial_Transformation.pdf	2	2	2	1	1	8
The_Cloud_Strategy_C_776528_ndx.pdf	2	2	2	2	2	10
Your_Cloud_Strategy_770283_ndx[1].pdf	2	2	2	2	2	10
Average Score of Sources						9.55
Mode						10

Score	Grade	Description
0-3	Poor	Feedback should not be used for triangulation as it does not meet the minimum quality standards.
4-6	Average	Feedback could be used for triangulation but possible lacks robustness.
7-8	Good	Feedback meets the standards necessary for credible triangulation.
9-10	Excellent	Feedback meets the best standards of rigour and quality.