



BP25 Draft 1

Roundtable summary report
8th October 2024

TRUST
→ INNOVATE
→ DELIVER

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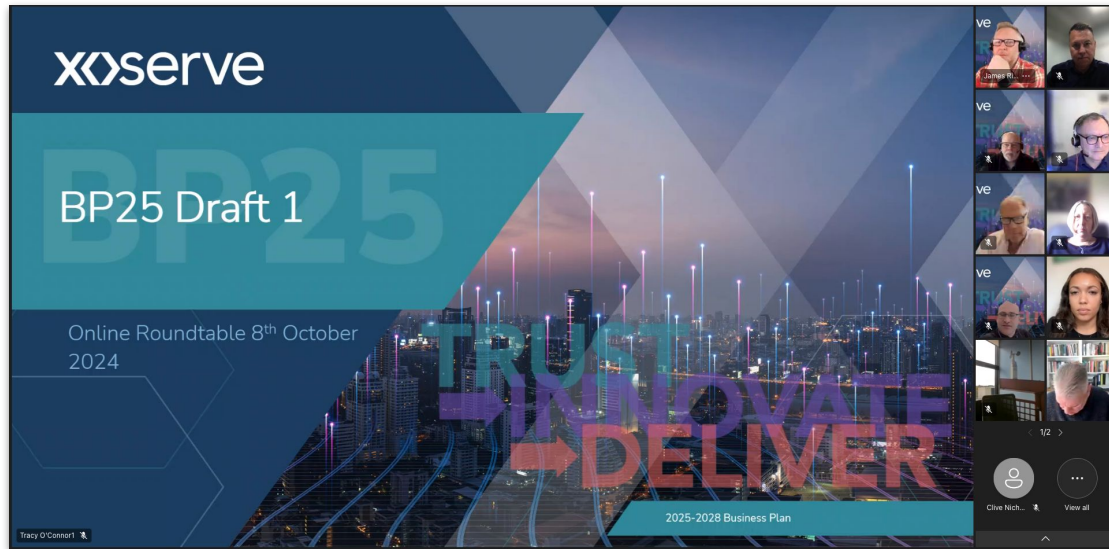
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Overview of the event

Event objectives

- Outline and review the 2025 Business Plan for Xoserve.
- Gather feedback from our stakeholders and answer any questions.



Xoserve team members

- **Dave Turpin** Director of Programmes and Service Delivery
- **Clive Nicholas** Director of Strategy and Development
- **James Spicer** Director of Finance and Shared Services
- **James Rigby** Business Plan Manager
- **Andy Morrey** Enterprise Architect
- **Nick Partridge** Transformation Director
- **James Verdon** Stakeholder Manager
- **Eve Bradley** Company Secretary & Head of Cross Functional Governance
- **Paul Orsler** Service Manager
- **Simon Harris** Service Manager

Guests

- Patrick Achermann
- Sarah Dean
- Richard Loukes
- Edward Allard
- Keith Dowsett
- Emma Johnson
- Leteria Beccano
- Gregory Edwards
- James Mulliner
- Joy Bhattacharjee
- Andrea Godden
- Amy O'Connor
- Andy Clasper
- Sally Hardman
- Gareth Evans
- Mark Cockayne
- John Welch
- Marian Papathoma
- Carly Ross
- Inge Hansen

Guests

Board Members

- **Mike Hogg** Chair of Xoserve
- **John Clarke** Xoserve Board

External Members

- **Francesca Stepney** The Marketing Pod
- **Jessica Keynes** The Marketing Pod

Agenda

Estimated time	Agenda item	Lead
13:00	Welcome and introductions	Francesca Stepney
13:05	Business plan cycle map	James Rigby
13:10	New to BP25	James Rigby
13:20	Trust: TOTEX overview, ERIX progress and next steps	James Spicer
13:30	Innovate: Overview of commercial information, Project Trident, CDSP service development, Digital UX	James Rigby Nick Partridge Andy Morrey James Verdon
13:45	Deliver: UK Link sustain, General Change, Gemini	Dave Turpin Andy Morrey Paul Orsler Simon Harris
14:00	Q&A	Francesca Stepney Xoserve Executive Team

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Business Plan
cycle



“Our approach to producing three Business Plan drafts and then a final version is the most in-depth consultation process out there, which we're proud of. We're also proud of the fact that we started this year's engagement much earlier than we had before. We launched our new Strategic Principles – building trust, and innovation to drive value and deliver excellent CSDP services now and into the future.”

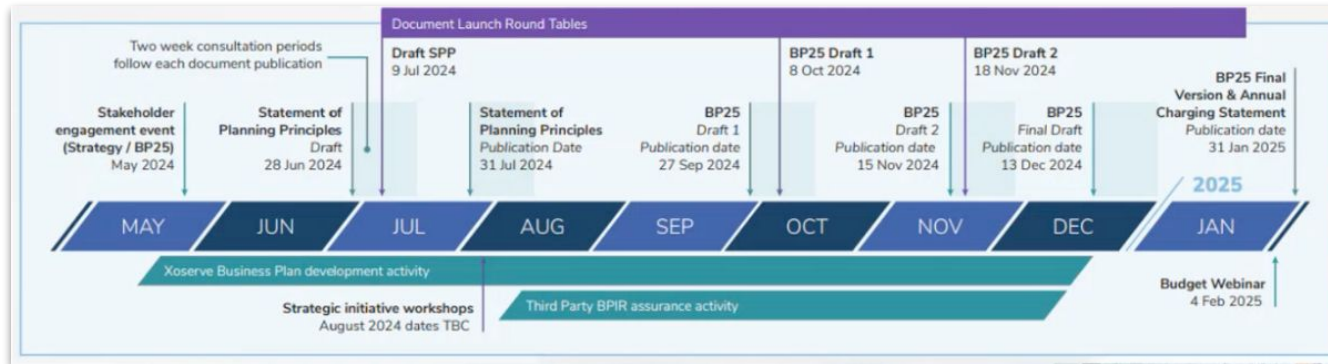
James Rigby, Business Plan Manager



Timeline

We're more than halfway through the Business Plan (BP) process, with this year's BP the most detailed and in depth. It is also the first year the Business Plan been subject to Business Plan Information Rules (BPIRs). With this in mind, Xoserve has taken a new approach to the business plan process.

- Xoserve started engaging its stakeholders earlier this year, starting with the well attended event in May.
- The team hosted a Statement of Planning Principles online event and a Project Trident launch event earlier in the year.
- Xoserve has also widened its consultancy period for BP25 draft 1 from two to three weeks.
- The final version of BP25 will be presented in January 2025.



Pre-Draft 1 feedback

James Rigby, Business Plan Manager, thanked those who attended the in person event on the 15th May for their feedback which has fed into the first BP25 draft.

Consistent feedback themes:

- Xoserve maintaining focus on CDSP services and value for money.
- Proactive approach to new CDSP services.
- Engaging customers on strategic planning with customer advocacy.
- Keeping stakeholders in the loop on projects in the pipeline.

You can continue to give your feedback on the [BP25 hub](#).

The screenshot shows a presentation slide titled "Pre-Draft 1 feedback". On the left, it lists engagement opportunities: "15th May Stakeholder in person event", "Digital stakeholder engagement campaign", "SPP Consultation", "SPP roundtable", and "Project Trident launch event". The main part of the slide features a Venn diagram with seven overlapping circles containing feedback themes: "Strategic principles are coherent and make good sense", "Continued focus on driving VFM should remain a key priority for Xoserve", "Adherence to BPIRs", "Xoserve should develop future services that can deliver economy and efficiency outcomes", "Apply lessons learned from previous large transformation programmes", "Digital UX should be improved", "Deliver CDSP services while undertaking large projects (Trident) and business development", "Customer advocacy should be enhanced", and "Retain an unrelenting commitment to CDSP service delivery to build trust". The "TRUST INNOVATE DELIVER" logo is at the bottom left. On the right, a video conference interface shows several participants in a grid.

New document structure

BP25 has more information than ever before.

Therefore, the new format includes:

- High level version with an executive summary and key statistics.
- In depth draft version with reference to BPIR frameworks.
- Six individual proposals for each investment area.
- Annexed information with a separate independent assurance of Xoserve's BPIR compliance.

All formats are available on the [BP25 hub](#).

“We wanted to make sure that we built on the improvements that we made in BP24. As told by multiple customers, BP24 was a better document and a better process. We wanted to make sure that we retained all the bits that you liked and continue to improve. We think we've done that, and again, please tell us if you agree.”

*James Rigby,
Business Plan Manager*



Independent Assurance

Ofgem approved the modification to the UNC 0841 in May.

Prior to this, Xoserve started proactively incorporating the BPIR guidance into their processes for BP25 following positive feedback from the team and customers from workgroups last year.

To provide **assurance** to their customers, the compliance of BP25 Draft 1 against the BPIR framework has been independently reviewed. The compliance will be monitored against every BP25 Draft.

The independent results show:

- BP25 Draft 1 is currently “fully compliant” against 111 of the 165 BPIR rules (67%).
- BP25 Draft 1 has an adjusted compliance score of 82%, based on 135 BPIRs that can be compliant now.
- There are also recommendations provided to improve our compliance going forward.

Dashboard summary

#	BPIR category	Fully compliant (%)	Adjusted compliant ¹ (%)	Compliance comments	Recommendation
	Overall	67%	82%		
1	Publication of material	50%	100%	Full compliance should be achievable in subsequent drafts	Ensure subsequent drafts updated to cover areas where BPIRs scored partial
2	Stakeholder engagement	71%	100%	Full compliance should be achievable in subsequent drafts	Ensure subsequent drafts updated to cover areas where BPIRs scored partial
3	Current performance	85%	100%	Full compliance should be achievable in subsequent drafts	Ensure subsequent drafts updated to cover areas where BPIRs scored partial
4	Outputs	89%	89%	1 BPIR partial, with opportunity to improve	Opportunity to more clearly describe how outputs will improve over time
5.1	Investment proposals – Trident	72%	81%	Investment proposals are mostly detailed, but not always standardised in how they are put together. Some provide greater clarity on the options space for consideration and how they have been evaluated. Demonstrating a standard approach to cost-benefit-analysis and scenario / sensitivity assessment would also be helpful	Across investment proposals, there are some common areas of feedback to consider – Build a standardised investment report template, aligned to show a clear track to the BPIRs – Create a common way to review the option space across investments (incl. “Do nothing”) and ensure options are evaluated before clear preferences drawn – Make clear the criteria that will be used to evaluate options before they are applied – Develop a common set of scenarios and sensitivities that options should be evaluated against
5.2	Investment proposals – CDSP Services dev.	50%	82%		
5.3	Investment proposals – Digital UX	67%	75%		
5.4	Investment proposals – UKL Sustain	72%	76%		
5.5	Investment proposals – General Change	44%	57%		
5.6	Investment proposals – Gemini	44%	67%		
6	Costs and expenditure	100%	100%	Fully compliant	None
7	Allocations of costs to customer classes	100%	100%	Fully compliant	None

Trust

“One of the things that came out of the efficiency review was taking control and being a more mature organisation. So we are taking that control of our IT strategy and PMO function, as well as looking out to market and re-scoping Xoserve activities.”

James Spicer, Director of Finance and Shared Services



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TOTEX Overview

James Spicer, Director of Finance and Shared Services, delved into the financial aspect of BP25 and the budget for the coming financial year.

Total costs to deliver CDSP services 2025-26:

- **£88.1m**
- £3.9m increase from 2024-25 budget
- Cost per meter point has slightly increased from 3.34 to 3.49 (based on 25m points)

S&O costs:

- £68.9m for service and operate (S&O) costs.
- £0.8m reduction versus BP24.
- Net impact of £1.1m decrease in outsourced S&O costs.
- £0.3 increase in 'direct' S&O costs.

Investment costs:

- £4.6m in investment costs

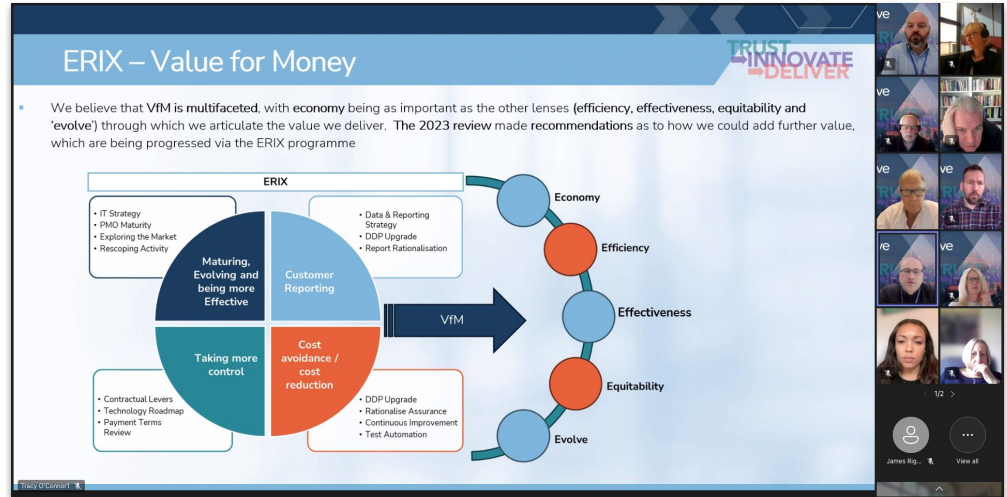


ERIX Overview

James Spicer followed up with Xoserve's plans to deliver value for money through its 5E model – **economy, efficiency, effectiveness, equitability, evolve.**

Feeding into this model is the ERIX programme.

- Economic gains and cost reductions mean we have reduced the 2022-23 baseline by 9%.
- Over the next two years, Xoserve will continue the work to reduce the 2022/23 baseline by a further 3%.
- Reporting was identified as Xoserve's weakest area.
- We will review our data and reporting strategy and rational to overcome this.



Innovate

INNOV



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Investment Overview

- There are **six investment proposals** in BP25, totalling £19.1m.
- There are familiar projects such as sustaining UK Link, Gemini regulatory change and budgets to deliver general change as well as new investments.
- Xoserve recognise the importance of transparency when communicating scope, costs and benefits, but we also have a responsibility to make sure that the integrity of future third party procurement exercises.
- We will not share cost breakdowns in publicly available documents, like BP25, where that might negatively impact future procurement processes.. This impacts Project Trident and Digital UX proposals, but confidential briefings will be provided.

Infrastructure Investment Proposals	2025-26 £m	2026-27 £m	2027-28 £m
UK Link Sustain	2.4	2.6	3.5
Project Trident	9.7	26.7	35.5
Digital UX	0.9	0.1	0.1
Total Infrastructure investment	13.0	29.4	39.1

Change Investment Proposals	2025-26 £m	2025-26 £m	2025-26 £m
Gemini Regulatory Change	2.2	2.45	2.5
DSC Change Budget	3.4	3.4	3.4
CDSP Service Development	0.6	1.6	0.2
Total Change investment	6.2	7.5	6.1

Total Investment £m	19.1	36.9	45.2
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For a deeper understanding of the investment proposals, please contact james.rigby@xoserve.com

Investment Proposal: Project Trident

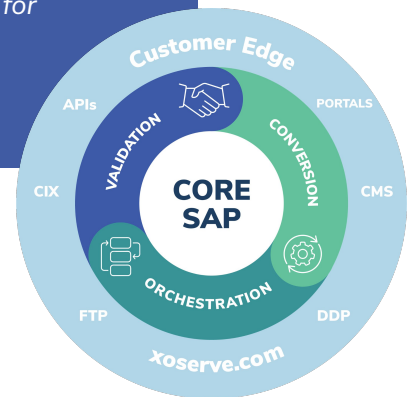
Nick Partridge, Transformation Director, gave an overview of Project Trident and the need to modernise the current UK Link.

- It is the biggest investment cost for BP25 (£9.7m).
- Project Trident is using the HM Treasury Green Book approach to support value for money.
- Xoserve also previously published the Strategic Outline Case, defining the need for change and the outcomes to be achieved.
- Project Trident will be a multi-year programme from 2024 to 2030.

“There is a need to modernise UK Link as the current support platform goes out of support in 2027 and extended support by 2030. This modernisation will secure the future of the central services that supports UK Link enabling agility for future change, address the risk of future capacity limits, and provide a solution that is able to support decarbonisation and net zero objectives.

Project Trident also provides an opportunity to optimise extra services, organisational structure, and operating models to improve value for money and flexibility for customers.”

*Nick Partridge,
Transformation Director*



Investment Proposal: CDSP Service Development

CDSP Service Development is a new investment area for Xoserve with understanding that a code reform is on the horizon. Xoserve want to be proactive in preparing for potential changes that might impact services.

To prepare, Xoserve plans on:

- Delivering a data and digitalisation strategy across the energy industry.
- Options for a CDSP open data solution.
- Improvements to the Priority Services Register.

The total budget of this proposal is £0.6m

The image shows a presentation slide titled "CDSP Service Development" with a meeting overlay on the right side. The slide content is as follows:

CDSP Service Development

Need: As Net Zero targets approach and code reform beds in, we need to ensure that the CDSP has the required capability and capacity to react to new industry requirements. Customers have also told us that we should be proactive in seeking out ways in which we can centrally deliver new services to drive Value for Money .	Approach: We are proposing this investment to explore and deliver future industry projects, starting with a CDSP Data and Digitalisation strategy , an exploration of available options for a CDSP Open Data solution, improvements to the Priority Services Register and delivering vulnerability data projects with central bodies and Ofgem/DESNZ.
Benefits: Prompt and effective response to potential new code reform requirements (e.g. communicated via Ofgem's forthcoming Strategic Direction Statement) and proactive development of value adding new CDSP services.	Budget £0.6m to: <ul style="list-style-type: none">• Deliver a Data and Digitalisation Strategy (£0.1m)• Undertake the 'Scope' and 'Discovery' phases of an Open Data Capabilities project (£0.3m)• Fund the augmentation of existing capability with additional resource to proactively explore CDSP Service Development (£0.2m)

CDSP SERVICE DEVELOPMENT

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The meeting overlay on the right shows a grid of video feeds for participants, with names like "James Spi..." and "View all" visible at the bottom.

Investment Proposal: Digital UX

James Verdon, Stakeholder Manager, explored another new investment proposal to BP25, to improve digital user experience. To achieve this, Xoserve plans to:

- Deliver a unified Xoserve experience with a new customer specific dashboard
- Provide personalised access to role-specific information.

The benefits will mean:

- Time and cost savings – £0.4m per year in customer resource.
- More targeted communications and more effectively managed outsourced serviced.

The total budget prosed is £0.9m

The screenshot shows a Zoom meeting in progress. The main content is a presentation slide titled "Digital UX". The slide is divided into four quadrants:

- Need:** Customers told us that they wanted to see improvements to the digital user experience, delivering something that was easier to use, more consistent, more insightful and more targeted to their individual needs.
- Approach:** Procurement of third party to deliver a unified xoserve.com experience by introducing a new digital interface and customer-specific dashboard
- Benefits:** Customer users will experience personalised access to organisational / role-specific information. Accessing central systems will be less time consuming which could save c£0.4m per annum in customer resource. Using the data and analytics that the new interface will allow us to more easily store, process and keep up to date. Xoserve will be able to produce more targeted communications and manage outsourced services more effectively
- Budget:** £0.9m during 2025-26 to fund a mixture of internal (project management and delivery) and 3rd party design and implementation costs, with the project expected to be completed before the start of the 2026-27 financial year

On the right side of the screen, there is a vertical list of participant video thumbnails. Visible names include: Nick Partridge, Francesca (TMI), Hansen, Inge, John Clarke, James Verdon, Sarah, Andy Mor..., Dave Turpin, and Jessica Ke... At the bottom right, there are icons for a profile (PO), a plus sign (+23), and the name Paul O'Sler. The background of the slide features a graphic of a hand holding a glowing smartphone with binary code and the text "TRUST INNOVATE DELIVER".

Deliver

“We took that decision [to restructure] early this year to lay the groundwork for organising ourselves in a way that gave us maximum opportunity to continue to deliver the services that we need to deliver. It’s also to get ourselves ready to be an intelligent customer around large strategic investment.”

Dave Turpin,
Director of Programmes & Service Delivery

DELIVER

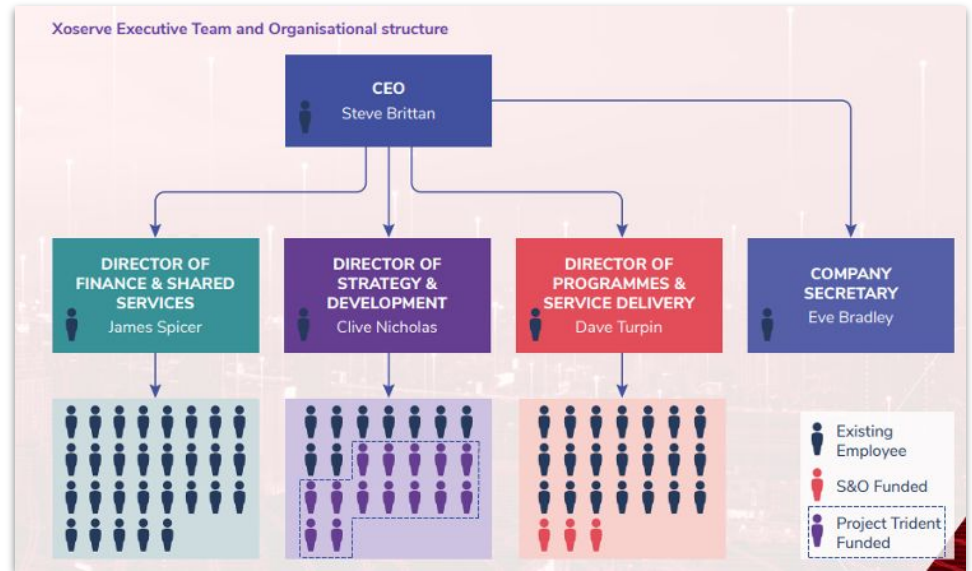


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Reorganised to deliver

Dave Turpin, Director of Programmes & Service Delivery, presented how Xoserve can prepare itself for future change and continue to deliver its services to its customers.

- Xoserve announced earlier in the year a new directorial structure to better prepare for coming changes and strategic investments.
- The re-org created new service manager roles for each service of CDPS areas and will operate separately from other projects.
- The team is expected to grow in 2025-26 as Project Trident gathers pace and as we enhance Customer Advocacy, but the full scope of this growth is still to be determined.
- We will keep an eye on code reform which may affect our operating services but focus on delivering and protecting critical services to the industry.



Investment Proposal: UK Link Sustain

Andy Morrey, Enterprise Architect, discussed the need to maintain UK Link over BP25 and beyond as most central services are processed in or receive data from UK Link.

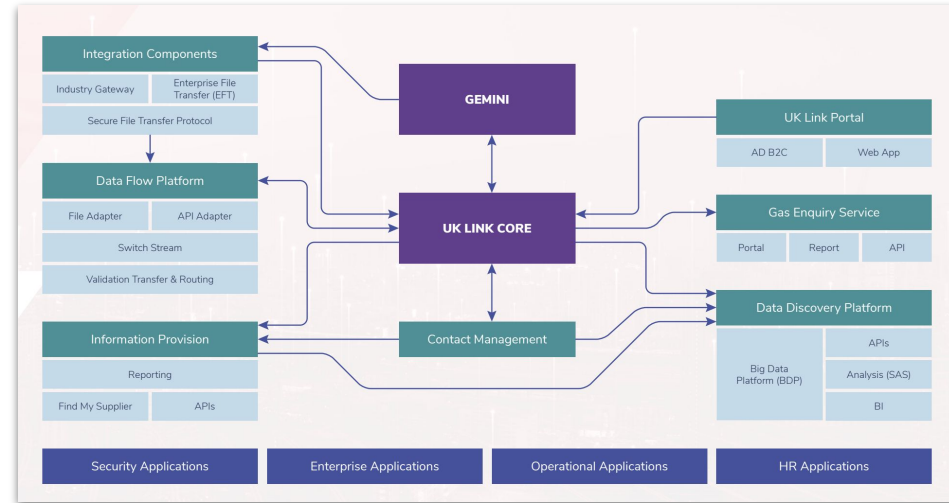
Xoserve will approach this over by:

- Delivering all scheduled maintenance activities
- Address vulnerabilities and upgrade applications where essential during 2025-28.

The benefits will mean:

- Central services will continue to be delivered securely by the UK Link platform.

The proposed budget for UK Link is £2.4m, although costs will increase over future BPs as legacy systems will need replacing.



Investment Proposal: General Change

Paul Orsler, Service Manager, explored the General Change budget, a standard draw down investment within the BPs to prepare Xoserve for industry change demands including code modifications and the resulting changes to systems and processes.

Xoserve will prepare for any future changes by:

- Using historical trends and known changes in the pipeline.
- Propose investment to provide funding for major and ad hoc system releases in 2025-26.
- This includes functionality drops in the Data Discovery Platform.

The total budget for General Change is £3.4m

The screenshot shows a Zoom meeting in progress. The main content is a slide titled "General Change" with the following text:

Need:
Gas industry **code modifications** often result in **functional changes** to central systems and / or processes. When this iteratively occurs, the DSC Change Management Committee (ChMC) requires access to funding for the **design and delivery** of changes that are implemented via **periodic releases**.

Benefits
Funding will be available to be drawn down to deliver industry / customer change (**UNC, IGTUNC, REC, DSC, PAC**) and new data insights in DDP.

Approach:
Using historic funding requirement trends and the known list of changes that are in the pipeline, we have created this investment proposal, which will provide adequate **funding for 3 major, up to 4 minor, and a series of 'ad hoc' releases in 2025-26**. The proposal also includes a series of **functionality drops in the Data Discovery Platform (DDP)**.

Budget
Total General Change Budget of **£3.4m**:

- £2.2m for 3 Major Releases and multiple 'ad hoc' projects
- £0.3m for design 'factory model'
- £0.175m for PAC reporting Requirements
- 0.35m for REC development
- £0.4m for DDP drops

The slide also features a graphic with the text "TRUST INNOVATE DELIVER" and a hand pointing at a network diagram. The Zoom interface on the right shows a grid of participants and a control bar at the bottom.

Investment Proposal: Gemini Regulatory Change

Simon Harris, Service Manager, talked through the final investment proposal, which has changed from other years, focusing only on the regulatory changes for BP25 using a drawdown budget.

Xoserve will approach this investment by:

- Delivering only regulatory changes to the workgroups and any changes to the system to support that.
- There will be a reduced focus on customer change until 2026.
- Beyond BP25, there will be additional budget for data provision and Gemini maintenance.

The total budget for BP25 is £2.15m

Investment Area	BP25/26	BP26/27	BP27/28
Maintain/ Enhance	£0	£250,000	£250,000
Data Provision	£0	£250,000	£250,000
Regulatory Change	£2,150,000	£1,940,000	£1,940,000
Totals:	£2,150,000	£2,440,000	£2,440,000

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Q&A



Q&A and feedback

The final part of the webinar opened up to questions from attendees to the Xoserve Board members to give feedback on any of the sections covered.

To watch the recording of the roundtable Q&A, this is available on the BP25 hub. Please click the link below and watch from **1:03:30**:

➔ [BP25 Draft 1 roundtable recording](#)



Xoserve board feedback

Closing thoughts



"I think there's going to be need more need for engagement across the whole energy sector rather than just gas, let's make sure that is in our BP25."

John Clarke Xoserve Board

"I can provide comfort and encouragement to everyone on this call by saying that Xoserve today is significantly better prepared and able to manage Project Trident than it was to manage Nexus."

Mike Hogg, Chair of Xoserve

Thank you.

Visit: bp25.xoserve.com