

The logo for Xserve, featuring the word "Xserve" in a white, sans-serif font. The "X" is stylized with two arrows pointing outwards from its center. The logo is set against a teal background that tapers to the right.

# Xserve

GENERAL CHANGE

A close-up photograph of a hand reaching towards a digital interface. The hand is positioned on the right side of the frame, with fingers slightly curled. The background is dark with a complex network of glowing orange and yellow lines and nodes, suggesting a digital or data environment. The lighting is dramatic, highlighting the texture of the skin and the glow of the interface.

INVESTMENT PROPOSAL

November 2024

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# Executive Summary

## Overview

### 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.

### 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).

### Benefits:

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

## Background

**The General Change Investment is an annually reviewed, ongoing investment, put in place with DSC customers. It ensures that the CDSP can develop and deliver agreed changes to the systems, processes, and services it provides to Data Service Contract (DSC) customers.**

Investing in General Change ensures that the services we deliver remain compliant with all industry obligations and align with any Uniform Network Code (UNC), Independent Uniform Network Code (IUNC) or Data Service Contract service changes that are introduced during the year. In addition, as part of

continued efforts to improve customer experience and service performance, Xoserve routinely engage with customers on the improvements and value-add opportunities by making changes to non-Code services it delivers.

The purpose and size of the General Change Investment has remained relatively static over recent years, however its composition and value have been routinely reviewed, scrutinised, and validated by DSC customers, with DSC Change Management Committee endorsing any changes that have been made to the investment in past Business Planning activities. Due to the nature of the market conditions in which our services are provided, regulatory and market drivers have consistently placed a dependency on central providers such as CDSP to accommodate change, with an expectation that this can be developed and delivered in acceptable timescales.

## Scope

The investment will secure within Business Plan year funds to ensure CDSP is able to develop and deliver changes to our DSC services across the following areas;

- DSC Code (Regulatory) and Non-Code (Non-Regulatory) services
- Data Discovery Platform visualisation and data provision services
- Retail Energy Code change development responsibilities
- Decarbonisation project delivery activities

This investment has been in place since the creation of the CDSP role designated to Xoserve in 2017 and remains a cornerstone of the contractual arrangements that exist between Xoserve and DSC customers.

## Strategic theme

This investment most closely aligns with our commitment to 'Deliver' robust CDSP Services that our customers depend upon – continuing our transition from Stakeholder Servants to Servicing Stakeholders. This will be measured via our DSC Change Key Value Indicator Customer Satisfaction Survey. Evidencing strong performance in this space will aid our ambitions to demonstrate our ability to move from Code Delivery to Code Management, as we are actively orchestrating a programme of DSC regulatory and non-regulatory changes through Early Engagement, Change Development and Change Delivery phases with our stakeholders.

## Solution

Recover all regulatory and DSC related change delivery costs from the DSC Change Budget, retaining separate budgets for Retail Energy Code change development and, retain separate investment funding for Data Discovery Platform core delivery.

For DSC and Decarb change investments, Xoserve operates a 'draw down' approach to utilising investment funds. This means that, for each change that is progressed, CDSP will provide multiple solution options where possible, with these being consulted upon and approved, prior to firming up delivery costs. These are in turn approved by our customers via our DSC ChMC to be drawn down from the general change budget as necessary.

Any unspent funds are reconciled and then rebated back to each DSC party based on the year-end financial position for the investment. This allows for customers to make informed decisions based on cost, solution options and delivery timescales, and to be consulted and supported at an individual level. It also provides peace of mind that any funds which remain unspent will be returned as appropriate.

The Data Discovery Platform (DDP) budget operates on a time and materials basis, with all development and delivery activities progressing collaboratively with customers using an agile project approach. This ensures six (6) DDP releases are available to meet regulatory and non-regulatory change demand, as agreed and dictated by the DDP backlog and its related prioritised user stories.

A solution, with an alternative which is not supported, have been considered when constructing the Investment Proposal. Rounds of internal negotiation with recognised business owners and involved stakeholders have concluded that both are viable, however the alternate approach could impede the services CDSP is responsible for delivering.

## Outputs / Outcomes

Outcomes of the deliverables for each project or Release that utilises the approved investment funds will have benefits and service performance tracked individually as part of our agreed Assurance Framework.

## Benefits

Beneficiaries of this investment include both DSC customers and Xoserve, as having the funds agreed up front and tracked throughout the year allow for effective decision making and enables delivery projects to be planned in accordance with agreed DSC Change Management Guidelines. Benefits of the specific projects or Releases that this investment funds will be confirmed and approved with customers and tracked via our agreed Assurance Framework.

## Budget

The proposed Budget for the preferred solution is as follows;

- Total General Change Budget of [£3,407,000]
  - £2,650,000 DSC Change Budget – which comprises of the following;
    - £2,065,000 – funds available to support 3 Major Releases and any other associated Adhoc Delivery Projects throughout the year
    - £300,000 Change Development 'design factory model costs
    - £175,000 Performance Assurance Committee Reporting Requirements
    - £110,000 – Non-Standard Data Reporting
    - [£350,000] Retail Energy Code Change Development
    - £407,000 Data Discovery Platform Core Delivery
- Our primary budget driver is to ensure all external resource and technical costs relating to projects or Releases that may be required during the financial year have available funding are provisionally in place in advance of gaining specific contractual approval with DSC customers on project or Release expenditure. Funding of the investments remains in line with agreed cost allocation of the relevant budgets that were in place and approved as part of BP24.

## VfM

As described within the Solution section (above), each individual project or Release will be issued to customers for consultation and presented for decision (approval or rejection) as per the agreed DSC Change Management Guidelines. Consultation and decision steps allow for an economic and equitable review of costs, whilst technical assessment on efficiency of solutions. In addition, our agreed Assurance Framework ensures effective and efficient solutions are being presented that we can support within our service and technology estate. Granularity and rationale for any cost estimates and firm delivery quotes are provided to customers as part of the change process, and on a quarterly basis we seek specific feedback on our performance of delivering against agreed cost estimates via our Change Key Value Indicator (KVI) survey.



## Requirements

In line with our strategic theme to deliver robust CDSP services for our customers and to the market, each year, CDSP are required to make changes to the systems, processes, and services it provides to Data Service Contract customers, in order that these remain compliant with industry obligations that exist and, any regulatory rule changes that are introduced during the course of the year.

In addition, CDSP routinely engage with DSC customers about improvements and value add opportunities that enable its service provision to be innovated – as changes are developed and delivered to the non-Code services that it provides to DSC customers.

This investment is therefore needed to allow the CDSP to be able to meet these requirements in the most efficient way, ensuring funds are in place within its Business Plan, known as the General Change Investment, to enable changes to be developed and delivered in line with industry and DSC customer expectations and aspirations.

The main purpose of this investment is to enable resources and funds to be reserved, to reduce any avoidable delay in developing and delivering changes that industry and DSC customers have stipulated are needed, where these introduce changes to CDSP systems, processes, and services. This in turn also reduces risk, notably to UNC signatories, as regulatory changes that are being introduced into the relevant industry codes can be developed and delivered with greater certainty as solutions, delivery costs and timescales can be identified, agreed, and approved using funds that are available from this investment.

In addition, the investment allows existing services to be continuously improved and innovated based on feedback and the needs from customers.

This year, requirements relating to the following topics have been assessed to aid the solutions that have been identified for our proposed General Change Investment;

### **1. Data Service Contract Change Budget (£2,650,000)**

The DSC Change Budget is an annual investment made by customers to deliver changes approved for design and implementation by the industry elected DSC Change Management Committee (ChMC). As with previous years, this budget comprises of funds made available to support our improved Change Development 'design factory model' and ongoing funds to enable evolution of the Performance Assurance Committee Reporting requirements. Additionally, this year we propose to move previously separate funding for Non-Standard Data Item Reporting into the existing scope of the DSC Change Budget, which will enable a £110,000 cost saving based on BP24 investments.

### **2. Retail Energy Code (REC) Change Budget (£350,000)**

As with previous years, a ring-fenced allocation of £350k exists to support Retail Energy Code change processes – namely the initial, preliminary, and detailed Impact Assessment of Retail Energy Code Change Proposals, alongside other related REC services provided by the CDSP.

**3. Data Discovery Platform Core Delivery (£407,000)**

The continuation of consequential change and improvements in how we provision data to customers through DDP, allowing customers to self-serve and access increased amounts of actionable insights (DDP Core delivery). We will consider within this Investment Proposal the impacts of removing this budget from the General Change Investment.

**4. Decarbonisation Change Budget (N/A)**

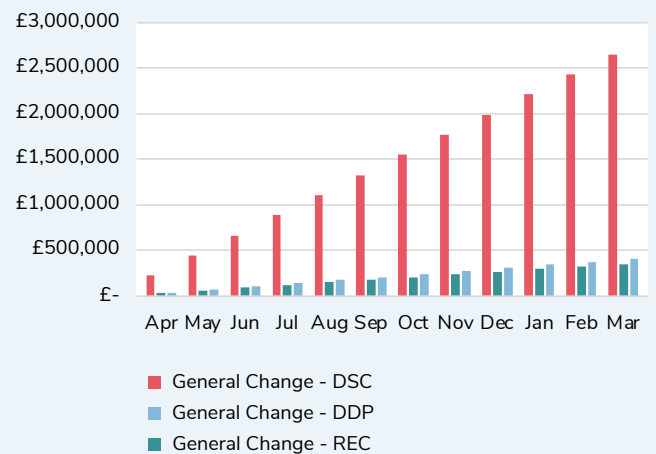
This year we propose that the reserved investment funds for Distribution Networks and National Gas are removed, with any CDSP technical or operational delivery activities relating to trials or network innovation projects being funded via the DSC Change Budget, such trials or projects take place in BP25.

As with previous years, at this stage detailed scope of the changes and projects within each of the topics above are not yet known, fully defined, or established. Within this Investment Proposal we will supply data available to us from our Change Portfolio to make an objective assessment of the funds and appropriate solutions necessary for this investment.

Beneficiaries of this investment include both DSC customers and Xoserve, as having the funds agreed up front and tracked throughout the year allow for effective decision making and allows delivery project to be planned in accordance with agreed DSC Change Management Guidelines.

With respect to our outsourced service delivery arrangements with our primary Supplier, we will continue to operate a collaborative Change Development and Delivery Process with Correla, who will support the analysis, identification of viable solution options and pricing of projects or Releases into our service estate, which we will assure in line with our agreed Assurance Framework.

**Indicative expenditure profile**



## Options Summary

### Solution Options Explanation

For DSC Change Budget, CDSP operates a 'draw down' approach when utilising investment funds. This means that, for each change that is progressed, CDSP will provide solution options where possible, with these being consulted upon and approved, prior to firming up delivery costs. These costs are approved by our customers via our DSC Change Management Committee to be drawn down from the General Change Investment as necessary.

Any unspent funds are reconciled and then rebated back to each DSC party based on the year-end financial position for the Investment. This allows for customers to make informed decisions based on cost, solution options and delivery timescales to be consulted and supported at an individual level, considering the specific drivers of our customers and their needs – in the knowledge that any funds that remain unspent will be returned appropriately to relevant parties.

Data Discovery Platform (DDP) Core Delivery operates on a time and materials basis, with all development and delivery activities progressed collaboratively with customer using Agile project approach.

This solution option proposes that:

- Non-Standard Data Reporting costs are recovered within existing DSC Change Budget
- Itemise Performance Assurance Committee Reporting Requirements under the DSC Change Budget
- Retain Retail Energy Code Budget within investment with a view to review and re-attribute costs to Service and Operate from BP25
- Retain DDP Budget as a specific segment of the General Change Investment

An alternative option which removed investment in DDP was considered but has been discounted as not-viable, due to the risks it presents to ensuring DSC services can continue to be delivered where such services are provided by DDP and impacted by regulatory or non-regulatory DSC Change Proposals.

### Risks and Opportunities

As outlined in the Executive Summary section, the key revision to this Investments are;

- Reduction of the General Change Investment by £86k.
- Absorbing Non-Standard Data Item Reporting deliverables will return £110k in comparison to BP24 charges .
- Clarification that DDP Core Delivery has increased by £24k, to account for CPIH applied against previous year costs (4.2% \*£383k), with a further forecast CPIH uplift (2%) reflecting likely BP25 position.



- There is a risk that, by increasing the scope of the DSC Change segment of the Total General Change Investment without increasing the available funds, there may not be sufficient funds available within year to meet all our customers' expectations and delivery needs. However, given the historic trend in consistently returning large proportions of the funds from this Investment each year, and the ability to effectively plan and prioritise change demands with customers, we believe this risk has a low probability.
- The main opportunity that will be realised by the proposed solution is to gain a consolidated view of all DSC customer driven change demand within a single Investment area – allowing for UNC, DSC, Decarbonisation and data driven customer changes to be developed in a consistent manner with DSC customers, whilst also ensuring a well understood governance process and criteria of DSC Change Management is applied across a full suite of customer changes.
- This will further improve Release Planning and shaping our change delivery roadmap, as governed customer decisions can be used to inform the roadmap and plan for future deliveries.

## Benefits

As with previous Business Plan years, the benefits realised for the changes that are developed and delivered using this investment are unique to each individual DSC Change Proposal. Typically benefits include making industry processes or central systems more efficient, improving varied industry processes such as Settlement, Supply Point Administration, Reconciliation, and Invoicing.

In the case of changes that are brought about by Modifications to the UNC, consumer benefits form an integral part of the industry Panels and Authority decision making process, as to whether to approve the regulatory changes that have been identified. As such, these benefits are then realised once the change is made to the central systems and services we provide (primarily via the UK Link System).

Benefits range from improving arrangements within the competitive gas market easier through to reducing costs associated with inefficient / inequitable processes which in turn are passed through to consumers.

Should customers choose not to secure this investment funding there is a risk that this could lead to delay the development and delivery of industry and customer benefitting changes, whilst necessary funds are agreed and recovered.

## Impact on S&O and Impact on service levels

No impact on S&O costs has been identified, with this being an annual, draw down DSC investment. With respect to the changes that are delivered on behalf of customers, it is possible that 'operate' costs will be impacted by changes delivered via this investment. Historically, ChMC has approved uplifts to future S&O costs as a result of changes that require the provision of a new DSC service.

## Delivery approach

Each project or Release will determine, on a case-by-case basis, the appropriate delivery approach. This will be influenced by the solution chosen, the related technical changes that are being delivered, and the delivery principles related to the solutions being changed or impacted.

## Alternative Solutions Considered

An alternative solution considered for the General Change Budget saw the removal of investment in DDP Core Delivery. This is not viewed as a viable solution for the following reasons;

- Presents a risk on ensuring services delivered via DDP are kept up to date with consequential changes introduced across the wider UK Link Technology and Service estate.
- Presents risk of avoidable delay to implementation of regulatory and non-regulatory DSC Changes where such dependencies are identified.
- In order to mitigate above risks, DDP would need to scale delivery for each request.
- This would introduce greater costs on individual changes and could lead to potential delivery delay due to onboarding necessary resource.
- Examples of additional costs that have been avoided as a result of having our retained DDP investment are detailed below;
  - £69,474 saving – XRN5482 RGMA Replacement Meter read consequential DDP changes.
  - £100,000 - £170,000 saving – XRN5605 IGT159 Must Read consequential DDP changes to related dashboards and PARR reports
  - £50,000 saving – XRN5607 – AQ Correction consequential changes to related dashboards and PARR reports.
- To support DDP scaled delivery we would require additional funding to be included within the DSC Change Budget – we estimate this would require approx. £450k to cater for bandwidth of two DDP sprints per related UK Link Release (six sprints x £69,474).
- The above approach would remove the benefit currently being achieved from fixed capacity of the DDP Core Delivery, which is being provided at a reduced rate, and is scheduled to ensure sprints compliment the needs of UK Link Releases.

## Solution Option 1 Detailed Analysis

### Overview

The need for an investment to iteratively fund DSC customer change has been an enduring requirement that was introduced following the creation of the CDSP and the DSC. Given this enduring requirement remains as valid today as it did at the point that the DSC arrangements were introduced, a 'do nothing' scenario has not considered.

The way in which the investment is structured has taken into consideration a combination of 'Bottom-up' and 'Top-Down' analysis relevant to the topics that make up the General Change Investment.

Bottom-Up analysis has taken an objective view of the current regulatory pipeline relating to CDSP services and has also assessed known and anticipated BP24 DSC delivery costs to shape BP25 Change Budgets, based on changes that reside within our Change Delivery plans.

In addition, analysis has been performed on Release costs across both current and previous years, to assess the anticipated delivery bandwidth that will need to be available to support three Major Releases in BP25.

We have also considered historic trends which have regularly demonstrated the need to have available funds to support urgent market driven changes identified mid-year (e.g. seasonal industry critical change demand, urgent industry change demand linked to Incidents).

From a 'Top-Down' perspective, we have considered emerging customer and industry needs which CDSP is supporting in regulatory forums. As with previous years, UNC Modifications linked to key industry Settlement arrangements (inclusive of UIG, AUGE,

and Shrinkage) continue to be raised and developed, in addition to changing customer requirements relating to Meter Read, Annual Quantity and Supply Meter Point Class provisions – of particular note is UNC Modification 0879R 'review of current Supply Meter Point Classes (Class 1, 2, 3, and 4)', which is planned to take place over the coming year and the outputs of which may lead to incremental or fundamental requirements that change arrangements relating to Supply Meter Point Classes and Meter Read provisions.

We also envisage a continued demand for customer driven changes linked to Supply Point Registration and Administration processes, as greater emphasis is placed on the reliability and accuracy of data which is integral to services that are afforded to our varying customers and their associated consumers.

Our Data Discovery Platform Core Delivery budget transferred into General Change Investment as part of BP24 and has gleamed positive improvements to the level of transparent and consistent governance decisions that are made regarding scope of Releases and visibility of the DDP backlog. BP25 intends to build on these improvements by furthering the consistent governance and prioritisation decision making, leaning on the channels available to do so via the DSC Change Management Committee. Information on the DDP Backlog which has been captured and validated with customers is available in a [separate document](#).

Our Latest insights reflect approx. [94] User Stories across [18] topics across the three funding constituents of DDP Core Delivery (Shippers, DNs, IGTs) – This evidences a 37% reduction year on year (150 US, 21 Topics in BP24);

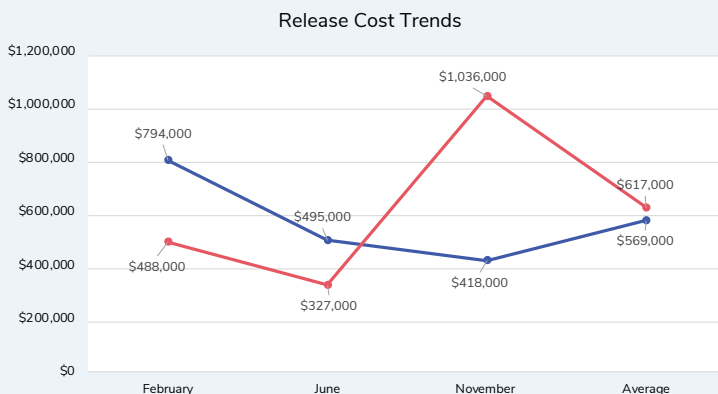
## Research

**Table 1 - Objective Assessment of CDSP impacting Regulatory Change Demand**

XRN	Title	Financials	Comments
5795	0841 - Introduction of cost efficiency and transparency requirements for the CDSP Budget, and revisions to DCS change processes.	£70,000	Funds required in BP25 to comply with independent assurance obligations put in place by UNC0841
5701	UNC0843 - Establishing the Independent Shrinkage Charge and the Independent Shrinkage Expert	£300,000	Cost estimate provided to 0843 Workgroup and excludes any Service Procurement activities
5784	UNC0862 - Amendments to the current Unidentified Gas Reconciliation Period arrangements	£230,000	Cost estimate provided to 0862 Workgroup
5702	UNC0864S - Update to assess the replacement of Facsimile as a form of communication	£200,000	Cost estimate provided to 0864S Workgroup
XXXX	UNC0871/A - Facilitating IGTs with NTS Entry	£200,000	Change not yet analysed - notional figure applied to support budget planning only
XXXX	UNC0876S - Updates to the Annual Quantity (AQ) amendment process	£80,000	Change not yet analysed - estimate taken from recent AQ Correction changes delivered under XRN5607 (UNC0816S)
XXXX	UNC0876S - Updates to the AQ Amendment Process for Erroneous Domestic AQ	£80,000	Change not yet analysed - estimate taken from recent AQ Correction changes delivered under XRN5607 (UNC0816S)
XXXX	UNC0884 - Extending the PC4 Read Submission Window	£200,000	Change not yet analysed - notional figure applied to support budget planning only
XXXX	UNC0886 - Amend the Code Cut-Off Date to a Rolling 3-Year Period	£200,000	Change not yet analysed - notional figure applied to support budget planning only
<b>Total Estimated Value of Demand</b>		<b>£1,610,000</b>	

**Table 2 (and accompanying Graph) - Historic Release Cost Trend and Averages (2023 & 2024)**

Major Release Costs	February	June	November	Total	Average
2023	£794,000	£495,000	£418,000	£1,707,000	£569,000
2024	£488,000	£327,000	£1,036,000	£1,851,000	£617,000



Please see also:

- [August 2024 DSC Change Pipeline](#) which includes Change Delivery Plan for BP24, in addition to the current Change Backlog, which reflects a combination of regulatory and non-regulatory service changes.
- [August 2024 REC Change Development Update Slides](#)

## Outputs

Impacts on existing performance measures/new performance measures will be determined by the solutions being delivered relevant to each individual change, expectation would be however that any impacts would be either neutral or positive improvements to existing KPMs and PIs.

All KPMs relating to Managing Change will continue to be adhered to (namely PI 14 - 16 inclusive and PI27) – with these measuring the quality (in terms of identified delivery defects) and timeliness (in terms of missed project milestones) of project deliveries.

Inclusive within customer requirements that are agreed and approved, we will ensure data is available to support successful delivery tracking of changes that are implemented, with statistical insights and management information (MI) being regularly reviewed by Business Owners and shared with customers to demonstrate how successfully adopted changes are that have been delivered.

## Capability Requirements

No specific capabilities or requirements are needed for the overall investment, with available funds from each budget being drawn down upon to secure the necessary resource and technology, tools and systems to be able to deliver agreed solutions.

## Approach

Each project or Release will determine, on a case-by-case basis, the appropriate delivery approach. This will be influenced by the solution chosen, the related technical changes that are being delivered, and the delivery principles related to the solutions being changed or impacted. Our overarching architectural principle would ordinarily support delivery of UK Link based changes that adopt a traditional 'Waterfall' method, whereas DDP Core Delivery and related Releases will retain Agile approach.

## Timeframe

Each project or Release will determine, on a case-by-case basis, the appropriate project timescales and milestones required for delivery. This will be influenced by the solution chosen, the related technical changes that are being delivered, and the delivery principles related to the solutions being changed or impacted – which will be assured by responsible and accountable stakeholders across our organisation, as per the agreed Assurance Framework.

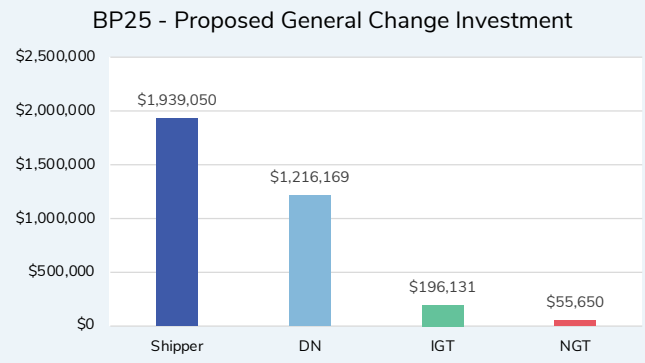
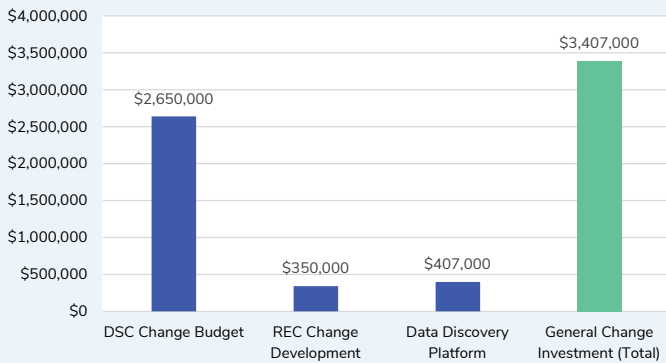
## Costs and Expenditure Profile

A headline view of the breakdown of costs comparative year on year against the topics that are proposed to make up this year's General Change Investment is provided in aggregate view below;

Available Funds	BP25 (Proposed)	BP24 (Approved)	Comparison
<b>Change Budget</b>	£2,650,000	£2,650,000	-
<b>Decarb Change Budget</b>	-	£677,000	£677,000
<b>Non-Standard Data Reporting</b>	-	£110,000	£110,000
<b>REC Change Development</b>	£350,000	£350,000	-
<b>DDP</b>	£407,000	£383,000	£24,000
<b>Total</b>	<b>£3,407,000</b>	<b>£4,170,000</b>	<b>£763,000</b>

This would represent a possible £763k investment saving for comparative activities that were planned and are continuing in BP25.

Costs Associated to each segment of the General Change Investment, with a total figure is available below – the costs provided reflect those relating to our preferred Solution Option:



Further detail on the individual customer allocation of costs for each element of proposed budget are illustrated within the table below;

Element	Total (£)	Shipper Investment		DN Investment		IGT Investment		NG Investment	
		Charge	%	Charge	%	Charge	%	Charge	%
<b>DSC Change Budget</b>	<b>£2,650,000</b>	£1,529,050	57.7%	£922,200	34.8%	£143,100	5.4%	£55,650	2.1%
<b>REC Change Development</b>	<b>£350,000</b>	£206,500	59.0%	£124,250	35.5%	£19,250	5.5%	-	-
<b>Data Discovery Platform</b>	<b>£407,000</b>	£203,500	50.0%	£169,719	41.7%	£33,781	8.3%	-	-
<b>Total</b>	<b>£3,407,000</b>	<b>£1,939,050</b>	<b>56.9%</b>	<b>£1,216,169</b>	<b>35.7%</b>	<b>£196,131</b>	<b>5.8%</b>	<b>£55,650</b>	<b>1.6%</b>

With respect to the projects or Releases that are delivered on behalf of customers, it is possible that Service and Operate costs will be impacted (both positively and negatively) by changes delivered via this investment. DSC Change Management Committee is responsible for approving any related increases or decreases identified as a result of projects or Releases delivering changes into our service or technology estate, with any changes to existing, or new service lines following the agreed DSC Contract Management process.



## Benefit Alignment to 5 E's

### Efficiency

Investing in General Change enables funds to be included in customers financial forecasts, preventing the need to iteratively agree funding arrangements for incremental changes that need to be progressed and delivered on behalf of customers and industry. This also allows for certainty of budgets, and for funds to be available to drawn down upon by agreement via our governed Committees which are made up of customer representatives (DSC ChMC).

### Economy

Operating a drawn down approach to the DSC Change and Decarbonisation Change Budgets ensures that only changes that have been approved by industry (e.g. UNC Panel) or agreed by customers can utilise these budgets, with all unspent funds being rebated to respective customers. In addition, the inclusion of Non-Standard Data Reporting costs within the DSC Change Budget will see a cost reduction of £110k from BP25, which recognises our commitment to drive cost reduction and find economical ways of utilising budgets that exist, reducing rebates during end of year true up activities.

### Evolution

Each year the make up of our General Change Investment is reviewed and revised to respond to the needs of customers and industry. Reserving funds in such a way allows for Xoserve to lead customers in the areas that have greatest impact to the services and solutions we offer today, and those that we may wish or be asked to take responsibility of in the future.

### Effectiveness

Provides the flexible and customer-driven capability to enable the delivery of known, and as-yet unknown, changes following ChMC approval and the ability to deliver change at short notice that may be mandated by industry code obligations under which the central system and process we operate require modifying. We have used our experience, trend data on change delivery from previous years and Change Pipeline and Backlog information to ensure that the requested funds allow for options to remain open in the face of uncertainty in the market.

Additionally, the continued inclusion of DDP within General Change Investment will enable an increased level of control and governance, as operated under DSC ChMC procedures, to be applied to customer driven DDP deliverables.

### Equity

Costs for each segment of the General Change Investment are allocated in the same way as has been agreed in previous years, details of which are available within the financial section.

## Cost Benefit Analysis

As this Investment is primarily to secure funds that can be drawn down upon during the year based on unknown industry and customer demand, Cost Benefit Analysis has not been performed. However, for each individual project or Release that intends to draw down on the budget, consultation and decision making is held with our DSC Change Committee to ensure costs of the related projects or Releases are agreeable. These consultations and decision-making checkpoints allow for an economic and equitable review of costs, along with technical assessment on efficiency of solutions. In addition, our agreed Assurance Framework ensures effective and efficient solutions are being presented that we can support within our service and technology estate. Granularity and rationale for any cost estimates or firm delivery quotes are provided to customers as part of the change process, and on a quarterly basis we seek specific feedback on our performance of delivering against agreed cost estimates.





### BPIR Assurance

The independent [BPIR Assurance report](#) can be downloaded from the BP25 hub.



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