
Xserve



2021 Business Plan

Final Version

(January 29th 2021)

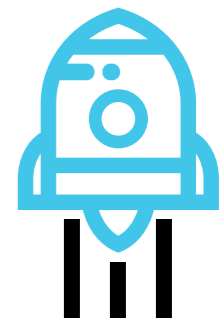


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Glossary of Terms:

Right First Time (RFT)
Customer Effort (CE)
Cost to Serve (C2S)
On Time Delivery (OTD)



Executive Summary

Introduction

Our Business Plan 2021 (BP21) aims to recognise the challenging environment we now all find ourselves in. Through our early engagement it is evident that due to the impact of COVID-19 and the subsequent economic and market constraints, we need to deliver a plan which provides stability and builds on the existing foundations we have established through Business Plan 2020 (BP20).

In BP20 we forecast an increase to Maintain the Business (MTB) costs, rising to £51.7m, (£52.7m at 2020/21 prices) by March 2021, to be followed by a reduction in the following years. You will be pleased to know that we are keeping our promise and MTB costs for the first year remain unchanged between BP20 and BP21, holding flat at £52.7m.

Following the second consultation phase, we increased the Central Switching Service (CSS) investment in 2021/22 by £1.2m which reflects the latest baseline of the plan.

Since our first Business Plan following Project Nexus go-live, we have been modernising and transforming our business. This last year has seen the continuation of the transformation journey, building solid foundations in technology, customer engagement and communications. It has been a period of consolidation, where the team has embedded the benefits from previous years and stepped up the pace on new transformation activity. This will ensure Xoserve delivers a consistent and increasingly exceptional service to our customers. We have extended training well beyond the website and have evolved an initial trial investment into an annual training budget, that provides a service that is well consumed and well regarded by new entrants and experienced customers alike. Furthermore, we have enhanced our capabilities to deliver our digital and industry insight services. These are no longer investments that have an end date but are the annual cost of running and maintaining these services and as such they should be part of our MTB cost base, rather than investments. Therefore, we propose to move these lines from investment to MTB as part of BP21. This has no impact on TOTEX and is instead a financial classification change only which does not impact our promise to reduce MTB over future years.

We propose to apply the same reclassification treatment to the UK Link Minor Release budget, which has been a flat annual recurring budget for many years and is a necessary overhead of running a platform like UK Link. Without this small allocation of development capacity, we would not be able to help our customers with urgent small changes. This is really an operating expense and should be classified as such going forward. Again, this has no impact on TOTEX.

By 2023, Ofgem's new Central Switching Service (CSS) is forecast to be live. We have been provided with a set of Key Performance Indicators (KPIs) we need to meet, including system performance, ticket volumes, test and environment provision and support, as well as access to expertise. We will be walking customers through the CSS design assumptions and volumetric drivers as part of our BP21 consultation, but the expectations of the service are high. Whilst we have a mature and established service management process, our analysis of the KPIs and the new volumetric projections supplied by the Data Communications Company (DCC) this year has identified a need for Xoserve to substantially uplift our existing capabilities in order to meet these requirements. Additionally, the requirement to achieve these KPIs has introduced new software and infrastructure components, over and above the existing UK Link design. This will ensure we are able to deliver the real-time exchanges of data with the CSS Provider (CSSP), real-time reporting within Data Enquiry Service (DES) and improved disaster recovery (DR) times. This also means increasing our support functions to include a level of ongoing development capacity to meet DCC's defect fix and defect support requirements for these new technologies. Our current forecast for this service will refine as the CSS programme progresses. Xoserve is actively reviewing the requirements and will refine this forecast as the supporting data and volumetrics become clearer. Based on today's requirements, the cost of supporting CSS once live, will be £3.3m annually.

In July 2020 we published our BP21 Principles and Approach, which marked the formal start of our annual process to engage with our customers on the strategic direction of Xoserve, and specifically to seek feedback on the initiatives we believe will deliver the greatest value during the period April 2021 to March 2024.

The publication of the first and second draft of our BP21 Business Plan marked the next step in this process, reflecting the customer feedback we received so far and outlining in detail our financial forecasting, investment focus areas, customer engagement approach and constituency-specific information for consideration. Recognising the challenges faced by Transporters under the Price Control, Domestic Shippers under the Price Cap and all our customers in light of COVID-19, we have challenged ourselves to present a business plan which includes essential items only.

In line with our Principles and Approach document, we have categorised our investment proposals within five core focus areas that represent our priorities for the upcoming business planning period:

- Exceptional Customer Experience
- Opening-Up Our Data
- Gemini Roadmap (Optimising the Gemini Platform)
- UK Link Roadmap
- Protecting Against Cyber Crime

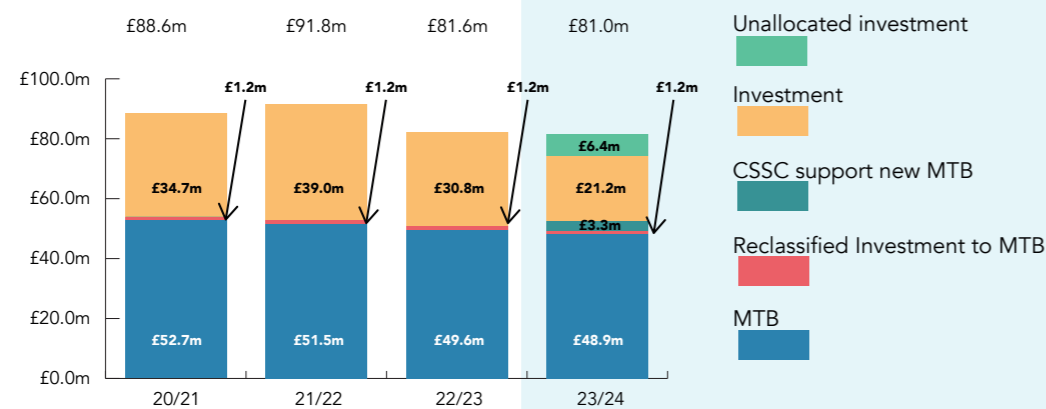
In addition, we have two focus areas which capture work driven by Ofgem, the Uniform Network Code (UNC) and the Retail Energy Code (REC) including Faster Switching:

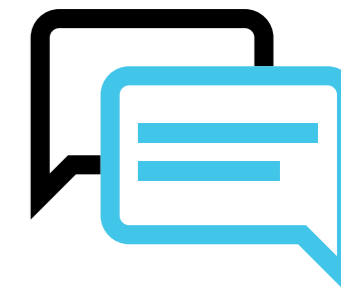
- General Annual UNC Change
- General Annual REC Change

As previously outlined, by focusing on this reduced list, we are proposing a much simpler business planning methodology which has greater longevity. We expect these fewer themes to be repeated from one year to the next. Our customers have told us during our consultation that they are supportive of the simplification of investment proposals into a smaller number of themes.

Our BP21 Plan provides a detailed rationale and plan for our activities in each of our focus areas along with a breakdown of investment activities, as per BP20 customer feedback. Additionally, this year each focus area will be underpinned by a detailed roadmap and business case. We have presented financial information in line with our BP21 Principles and Approach. This ensures our information differentiates the purposes of our funding, provides transparency about the funding of historic initiatives and provides a breakdown by customer constituent for their contribution to the plan.

This document and the supporting information we are providing represents a further step change in our BP21 customer engagement activities. This provides more granular information to customers earlier in our planning process, alongside detailed roadmaps to better set the context for our investment areas. We welcome your views on the information we have set out. You can find a full breakdown of our engagement timeline and opportunities to feedback your views later in this document.

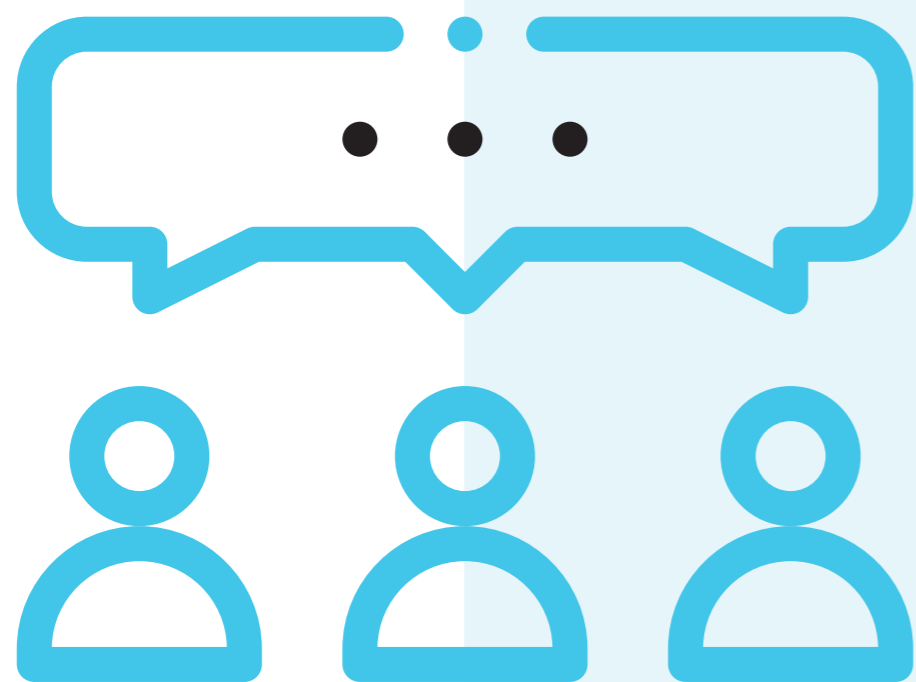




Customer Feedback

We invited customers to respond to our second draft published on 30th October. We've published a summary of the feedback we received, this can be found on our website or by clicking [here](#).

We believe that this final proposal delivers a core set of key investments for our customers. We have focused our attention on essential initiatives, reflecting customer demand and recognising the very real challenges being faced in the current economic environment. We have elevated our approach to business planning this year through the addition of investment business cases and deep dive overviews for each investment area. These have been designed to better explain the journeys of each proposed investment across their lifetime in the plan and where appropriate, how they've continued to expand upon work already underway through BP20 investments. Finally, we have significantly increased our engagement with customers through a more focused and tailored approach with individual, constituency, Change Management Committee (ChMC) and Contract Management Committee (CoMC) engagements.



We have engaged with

168
individuals...



... and with

40
different customer organisations!



Provision of Financial Information

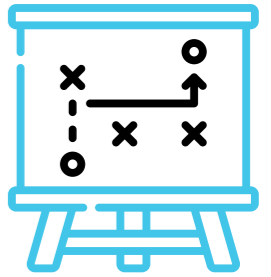
In this section we describe the basis of our financial forecasts and how we are presenting financial information to our customers. Wherever possible we have retained the format and structure of our financial information in line with last year's plan to help customers see what's new and what has changed.

The financial information in our BP20 document was stated in 2019/20 prices. To allow a direct comparison with the values in this BP21 document we have stated all values, including BP20 values, in 2020/21 prices inclusive of the 'Consumer Prices Index including owner occupiers' housing costs' (CPIH) uplift of 2.0%. CPIH indexation will be used again to convert the plan into final Charging Statements in January 2021.

In BP20 we categorised investments as either Baseline or Recommended. This year, in line with our Principles and Approach we are only including essential investments and therefore this categorisation has been removed, to avoid confusion and better reflect our priorities for the upcoming Business Plan period. Furthermore, in BP20 MTB costs were split between people and non-people which caused unnecessary constraint. This year we will be showing MTB costs as a whole.



Presentation of Financial Information

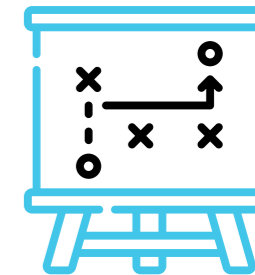


As part of our continued focus on transparency and addressing our customers' feedback, we have produced financial information that is accurate and relevant to each of our customer constituents.

We've presented information in line with the focus areas outlined in our Principles and Approach. This fulfils three purposes:

1. It differentiates between funding that:
 - a. Maintains the Business, retaining the high-quality assets necessary to deliver our services. This year MTB costs will be shown in totality
 - b. Defines the investments that will help deliver change to meet customer expectation. Our investments have been split by:
 - b.i. Focus areas as specified within the Principles and Approach document with only essential investments being proposed
 - b.ii. An unallocated investment for year three of the Plan. This reflects the customer view, that a flat level of investment across the plan period represents a more realistic view of future investment levels
2. It is transparent about the funding of initiatives that deliver our previously stated strategic goals and builds upon BP20 to continue investments in critical systems and solutions
3. It provides a breakdown by customer constituent of their contribution to the plan, maintaining the breakdown of constituency costs for each investment and previously approved Business Plan figures (BP20).





Financial Forecasts

Total Expenditure

This chart illustrates BP21 Total Expenditure. Total Expenditure is made up of costs required to MTB and investments considered essential, in order for Xoserve and our connected customers to support the future direction of the energy market strategy.

The main reasons for the increase to the investment profile value for 2021/22 between BP20 and BP21 are:

- The inclusion of an additional £1.2m resulting from the rebaseline of the CSS programme
- The inclusion of three new investments totalling £2.5m - Governance of Data, Website Improvements and Decarbonisation
- A re-phasing of spend on the UK Link roadmap, bringing an additional £1.7m into 2021/22 from outer plan years. The overall programme costs do not exceed the values in BP20
- The increases were partially offset by reductions and phasing changes in other investment areas.

Our MTB expenditure represents the cost of providing central data services. We promised in BP20 that, following an intense period of corporate transformation and investment in internal process improvement, we would reduce our MTB costs year-on-year. We are keeping this promise in BP21, matching our BP20 profile and continuing the underlying cost reductions into 2023/24.

Following this period of corporate transformation, a small number of activities introduced on a trial basis have become mainstream and operational in nature. The costs for these new services and new ways of working will remain largely flat and continue to reoccur annually unless the service is stopped. These new services are:

- Annual support costs for new xoserve.com as the central place where our customers raise queries and access information
- Annual customer training
- Minor release delivery, which provides a fixed annual capacity
- Industry performance reports (for the Performance Assurance Committee).

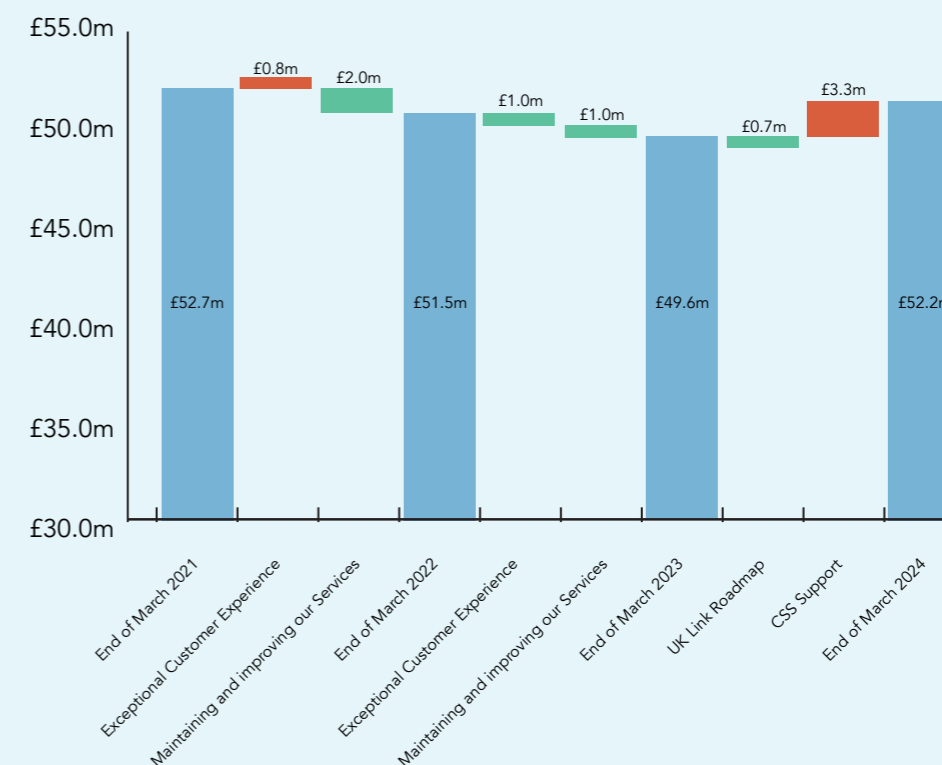
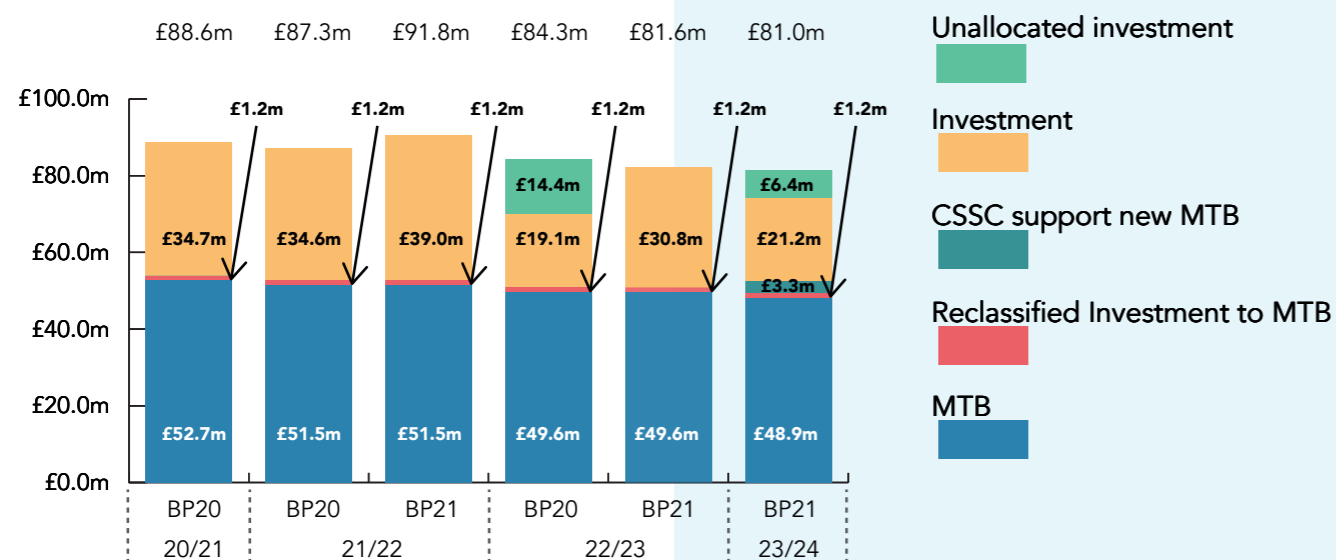
Given the fixed and consistent nature of these new services, we will recognise them as MTB costs going forward, as the driver of these costs are annual support, not investment in new services. This has no impact on TOTEX and is simply a reclassification.

In 2023/24, the additional savings are delivered as a result of our investment in the UK Link roadmap delivering infrastructure cost savings. At the same time, new support costs are incurred to connect to Retail Energy Code (REC) systems and suppliers, following the launch of the new CSS.

This is our MTB expenditure. The chart shows the year-on-year movements in costs from April 2021 through to March 2024 and identifies the drivers for each movement.

- Exceptional Customer Experience (previously shown in BP20 under Realising Operational Excellence). We continue to invest (+£0.8m) to ensure our employees deliver high levels of customer service
- Maintaining and Improving Our Services (-£2.0m) cost reductions primarily resulting from ongoing programmes moving infrastructure away from existing data centre hosting (Gemini, IX, EFT, shared components)
- UK Link savings (-£0.7m) this represents the annual benefits from core platform migration
- Introduction of CSS Support Costs (+£3.3m) as mentioned in the Executive Summary, on page 4.

We have included the impact of these factors on individual constituencies at the end of this document.





Investment

Area Focus

Investment

Area Focus

In line with our Principles and Approach document we have categorised our investment proposals into focus areas that represent our priorities for the upcoming Business Plan period.

1. Exceptional Customer Experience

Customer Centricity is at the very heart of our strategy, with our focus being to understand our customers and provide a personalised experience. Xoserve's 2019/20 Institute of Customer Service (ICS) annual survey results provided a clear indication that our customers' satisfaction in the service we provide is still not meeting the expected standard.

Over the last couple of years, we have been listening carefully to customer feedback through various means such as ICS, Key Value Indicator (KVI) surveys and other types of customer engagement. This has identified several pain points which have led us to invest in improving our customer experience. This includes completion of the design, proof of concept and first phase development of a Customer Relationship Manager (CRM) tool. During the latter part of this financial year through the customer Transformation Programme, our customer facing teams will have adopted CRM as their main communication tool. As we roll this out across the organisation, the expected benefits will be felt by our customers including consistency in engagement, communication and overall management of our customers' information resulting in a significant improvement in the customer experience. Furthermore, we have completed the identification and mapping of key customer journeys leading to agreed Key Performance Management (KPM) measures, increased training initiatives offering channels to both employees and customers, and the investment in customer analysis and sentiment tracking have allowed us to develop customer sentiment analysis and create new customer engagement approaches.

Much of this work has been to establish a strong foundation on which to now build a great customer experience. To accelerate this, we have drawn all these elements together in a Customer Experience (CX) Transformation Programme in order to ensure that all the initiatives are complimentary, aligned and ultimately ensure that our goal of exceptional customer experience is achieved. Building on the promises set out in BP20, FY2020/21 is the first year of a three-year programme of work transforming how Xoserve interacts and conducts business with our customers. We are focusing on improving query management and complaint reduction this year, with a view that interacting with Xoserve will feel very different by the early part of 2021. This is with the introduction of new query management tools and processes that are a direct result of the customer journey reviews funded in BP19.

The three-year transformation programme will deliver value to customers achieving alignment to the UK Customer Satisfaction Index (UKCSI) Utility benchmark averages by the

end of year two of the transformation programme through significant improvements in Right First Time (RFT) and Customer Effort (CE) measures, with a 6% year-on-year improvement for On-Time Delivery (OTD). Hard targets are built into this year's investment proposal and our progress will be measurable and transparent, with monthly results and trends published in the Key Performance Measures (KPMs) report which is reviewed by the Data Services Contract (DSC) Contract Committee. We will keep all our customers engaged and updated as we progress with the Programme to ensure that our initiatives meet expectations. We will deliver in the most efficient way to resolve customer pain points and improve the overall customer experience.

In response to clear feedback from our first and second draft consultations and building on BP20 Contact Management Service (CMS) investment, we have restructured our future approach. BP20 2020/21 funding will be used to complete requirements gathering. In 2021/22, building on these requirements, we will present customers with solution options and associated costs and benefits. We have included £600k split between Shippers, Distribution Networks (DNs) and Independent Gas Transporters (IGTs) for FY2021/22 and have also updated the percentage funding split for this investment. Completion of the requirements gathering exercise and development of proposals will allow us to determine with our customers, how much can be achieved within that funding envelope. To mitigate the risk of any regret spend, we commit to seeking approval through CoMC to draw on this CMS funding prior to progressing any work.

To achieve the required step change in our customer experience, we need to invest in the following four areas:

1. Further CRM and Digital Enhancements: Grow self service capability for all our customers through our investment in CRM and Digital: £470k in 2021/22 and £1.27m over three years
2. CMS: Building on requirements gathering undertaken in 2021/22 £600k in 2021/22
3. Continuation of the BP20 initiatives including automation of clunky and time-consuming operational processes, whilst minimising the need for customers to contact Xoserve for queries, issues and complaints £400k in 2021/22 and £550k over three years
4. Provide the Xoserve workforce with the skills to deliver an exceptional customer experience: funded via existing training budget.

These will provide a simpler and faster experience for our customers delivering the benefits of self-service through xoserve.com by:

- RFT and OTD query resolution
- Significant error reduction through automation
- Single sign-on to improve identity protection and remove password fatigue
- The reduction in customer back-office processes to interpret data files issued by Xoserve.
- Faster responses through leaner processes

| Exceptional Customer Experience | | | | | |
|---|-------------|---------------|-------------|-------------|---------------|
| | BP20 | BP21 | BP21 | BP21 | |
| Description | 2021 /22 | 2021/ 22 | 2022/ 23 | 2023/ 24 | Total BP21 |
| CRM | £100 | £100 | £100 | £100 | £300 |
| Digital | - | £370 | £315 | £290 | £975 |
| CMS | £300 | £600 | - | - | £600 |
| Customer Journey Continuous Improvement | £50 | £50 | £50 | - | £100 |
| Improvement in Customer Communications | £150 | £150 | £100 | - | £250 |
| Customer Service Centre | £200 | £200 | - | - | £200 |
| TOTAL | £800 | £1,470 | £565 | £390 | £2,425 |

| Investment Funding Split % | | | |
|----------------------------|-------|------|---------|
| NTS | GDN | IGT | Shipper |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 0% | 45% | 5% | 50% |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 7.3% | 46.9% | 1.5% | 44.3% |



Customer Centricity is at the very heart of our strategy, with our focus being to understand our customers and provide a personalised experience

Investment

Area Focus

2. Opening-Up Our Data

Opening-Up Our Data focuses on two key complimentary components:

1. The introduction of a Data Governance Framework, including a Data Glossary, will underpin a step change in data quality
2. The provision of accurate and timely data with increased flexibility and choice in how customers choose to consume data.

With increasing demand for data, it is vital that we ensure our data processing is consistent and produces quality outputs that customers trust and can rely on. Through an easily accessible Data Glossary, customers will be able to view gas industry file formats and associated standards in a single online location. The Data Glossary will hold all business definitions together with linkages to core systems and how these have been used in reporting, dashboards and data extracts that have been generated for our customers. The transparency provided by the Data Glossary will remove the need for many inbound queries. By making the Data Glossary available online, we ensure that customers have a single, easily searchable portal for their data needs. The Data Glossary will have both technical and business descriptions of all data attributes and our staff will be better supported to answer customer queries RFT, without the need to hand-off to technical teams, regardless of the level of complexity.

The benefits of the Data Glossary for customers are numerous, including a reduction in CE and Cost to Serve (C2S) and an increase in RFT and OTD. This enables our customers to better manage their data processes and deliver changes to their systems faster. It increases confidence through visibility of the existing report base and ensures we ask the right questions to deliver the right outcomes for customers. The Data Governance Framework is a new investment initiative for BP21, and we propose to invest £630k in 2021/22, £840k over two years.

| Opening Up Our Data | | | | | |
|---------------------|---------------|---------------|---------------|-------------|---------------|
| | BP20 | BP21 | BP21 | BP21 | |
| Description | 2021/22 | 2021/22 | 2022/23 | 2023/24 | Total BP21 |
| Timely & Open Data | £1,380 | £1,180 | £821 | £521 | £2,522 |
| Governance of Data | - | £630 | £210 | - | £840 |
| TOTAL | £1,380 | £1,810 | £1,031 | £521 | £3,362 |

The provision of access to timely data continues to be a major constraint across the gas industry. We know that real-time data is key to supporting real time processes and decision making. Customers want greater choice in how they access their data and without an Open Data Framework in place, meeting net zero challenges will likely take longer and cost more. Our focus on providing timely and open data will ensure our customers have the flexibility to choose how they access the data we hold on their behalf, be that through our Data Discovery Platform (DDP), our Application Programming Interfaces (APIs), legacy data extracts and reports (old and new). Our Open Data Framework will increase the volume of data being delivered through a single source data model, driving quality, automation, consistency and timeliness of data being shared across the industry, in a secure and controlled way. To deliver this initiative we propose to invest £1.1m in 2021/22, £2.5m over three years. The table below consolidates both investment and run costs. As part of the initial consultation phase, we are proposing options to continue with this approach or move run costs into MTB. The next version of the business plan will be updated to reflect the outcome of these discussions.

The Opening-Up Our Data investment aims to deliver tangible customer cost savings of up to £3.8m, some or all of which could be passed onto the end consumer. This has been calculated based on assumptions associated with customer effort in how data is provisioned, managed and processed to generate insight for your organisation. The investment is also intended to align with the key recommendations of the Energy Data Taskforce (Data Visibility, Infrastructure and Asset Visibility, Operational Optimisation, Open Markets, Agile Regulation) who have been commissioned by the Government, Ofgem and Innovate UK to modernise data across the energy industry.

| Investment Funding Split % | | | |
|----------------------------|-------|------|---------|
| NTS | GDN | IGT | Shipper |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 7.3% | 46.9% | 1.5% | 44.3% |

Investment

Area Focus



3. Gemini Roadmap

The aim of the future of Gemini is to delight our customers by delivering on a set of enhancements which optimise the Gemini platform. This will be achieved by removing current customer pain points, by enhancing the usability of the platform, reducing the time and costs associated with delivering change and the operation of Gemini (£0m in 2021/22, £2.4m over three years). This will deliver a suite of ongoing sustaining activities over a five-year period, along with the delivery of interface, functional and technology enhancements (investment of £1.9m in 2021/22, £13.5m over three years) The enhancements will improve the current user experience of the application, performance, longevity and security components.

We have chosen to optimise Gemini as it offers the most cost-efficient way of delivering the benefits. It delivers on the pain points of National Grid and the wider industry participants, whilst ensuring a sustained and stable platform is maintained.

The benefits of this include an overall reduction in C2S and CE, and improvements in RFT and OTD. This is achieved through a reduction in licence costs and automation of manually intensive processes, and the simplification of the application and benefits of integration with other platforms.

In parallel with the optimisation of the Gemini platform, an annual release (Gemini Enhancements) of functional change to meet industry requirements is planned for delivery.

We have chosen to optimise Gemini as it offers the most cost-efficient way of delivering the benefits

| Gemini Roadmap | | | | | |
|---------------------|---------------|---------------|----------------|---------------|----------------|
| | BP20 | BP21 | BP21 | BP21 | |
| Description | 2021/22 | 2021/22 | 2022/23 | 2023/24 | Total BP21 |
| Gemini Enhancements | £2,980 | £2,980 | £2,980 | £2,980 | £8,940 |
| Future of Gemini | £2,400 | £1,957 | £7,812 | £3,742 | £13,511 |
| TOTAL | £5,380 | £4,937 | £10,792 | £6,722 | £22,451 |

| Investment Funding Split % | | | |
|----------------------------|-----|-----|---------|
| NTS | GDN | IGT | Shipper |
| 100% | 0% | 0% | 0% |
| 100% | 0% | 0% | 0% |



Investment Area Focus

Investment Area Focus

4. UK Link Roadmap

The UK Link Roadmap is a multi-year programme of work which establishes a controlled approach to maintaining service. It will provide continuity of UK Link services to the market, whilst delivering simplification of the underlying technology components and a shift to a more flexible cloud-based infrastructure, establishing a foundation that enables Xoserve to support the sector's predicted transition to more real-time data exchanges and data processing. Cloud infrastructure adoption will deliver a reduction in the cost of delivering DSC services whilst also increasing performance and flexibility. This avoids running end of life components within the estate, which carry a higher risk of failure and security breach. Whilst tackling end of life components, we are also taking the opportunity to introduce greater platform flexibility, so that we can respond to future customer demand in a faster and lower cost way.

Ofgem's drive to improve outcomes for consumers and the government's focus on Net Zero Carbon Emissions will (as evidenced by the Central Switching Programme) result in significant levels of both process and technology-led change across the UK energy sector. Through our Future Enhancements investment, we will simplify the underlying technology components in UK Link, which will in turn reduce the cost of software licences and change delivery, improve flexibility, agility and platform performance. Our approach will also establish a foundation to enable Xoserve to support the sector's transition to more real-time data exchanges and real-time data processing (the visualisation and access to this data is delivered via our investments in Opening-Up Our Data). Given the scale of our investment in Core Platform Migration and the proximity of the Central Switching Programme go-live, this work will not commence until financial year 2023/24 and we will invest £5.7m in that financial year.

The UK Link roadmap is also anticipated to achieve a reduction in MTB costs from 2023/24.

The UK Link roadmap is made up of four investments:

- Future Enhancements
- Service Essentials
- Capacity for Change
- Core Platform Migration

The Roadmap establishes a controlled approach to maintaining service and support whilst providing greater platform flexibility to respond to future customer needs whilst ensuring continued delivery of the DSC contract commitments at best value. The savings of £1.5m indicated in the first draft of our business plan have reduced to £0.7m (once all roadmap components are complete). The reduction has occurred as software licence costs which were assumed to be built into MTB were in-fact not included. These changes will result in a further one-off £1.8m of avoided project costs and MTB avoidance of £1.9m by avoiding duplication of effort and on-premise infrastructure modifications.

Our Service Essentials investment will support our five-year plan to reduce MTB by delivering improvements in the automation of our core service management processes and improvements in our application monitoring. Investment in Software Asset Management will realise reductions in both commercial and operational risk. We will invest £555k in 2021/22 and £810k in total over three years.

Our Capacity for Change investment will deliver a:

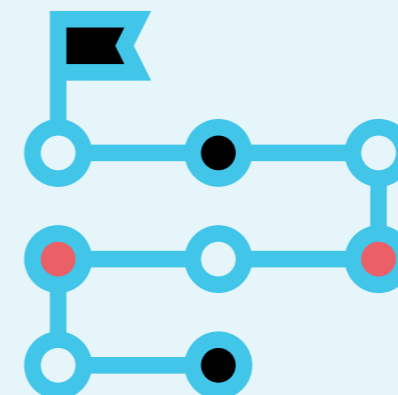
- 25% reduction in project delivery timescales and project costs
- 25% reduction in post implementation defects
- ensure 75% of Xoserve's core business process testing scenarios are fully automated, delivering a 25% reduction in customer testing effort per release.

We will invest £2.5m in 2021/22 and £2.6m in total over three years.

Core Platform Migration investment encompasses our migration of UK Link to the cloud, which we outlined in BP20, but recognises that our investment needs to tackle a broader set of requirements than just replacement of on-premise hardware with cloud alternatives. We must also replace end of life and out of support components with optimised and proven cloud-native alternatives that deliver year-on-year cost savings. This investment of £7.0m achieves the key drivers for performance improvement, increased security and increased capacity and offers the greatest opportunity to reduce overall cost to serve, for which we have included the first annualised £0.7m benefit in MTB in 2023/24.

| UK Link Roadmap | | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|----------------|
| | BP20 | BP21 | BP21 | BP21 | |
| Description | 2021 /22 | 2021/ 22 | 2022/ 23 | 2023/ 24 | Total BP21 |
| UK Link Future Enhancements | - | - | - | £5,712 | £5,712 |
| UK Link Service Essentials | £655 | £555 | £255 | - | £810 |
| Capacity for Change | - | £2,517 | £50 | £61 | £2,627 |
| Core Platform Migration | £6,000 | £5,244 | £1,550 | £228 | £7,022 |
| TOTAL | £6,655 | £8,316 | £1,855 | £6,001 | £16,171 |

| Investment Funding Split % | | | |
|----------------------------|-------|------|---------|
| NTS | GDN | IGT | Shipper |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 0% | 34.5% | 0% | 65.5% |
| 0% | 90% | 0% | 10% |



Through our Future Enhancements investment, we will simplify the underlying technology components in UK Link

Investment

Area Focus

5. Protecting Against Cyber Crime

Xoserve is a pivotal link for the UK gas industry customers, Shippers and Transporters where one serious cyber attack can potentially impact the entire gas industry data, services and market, making us a cyber -attack target. By further developing our approach to Opening-Up Our Data to provide more centralised analysis across industry-wide data, we are becoming an increasingly attractive target for malicious attacks.

Protecting customer, consumer and industry assets is a key component of our strategy. We have developed an Information Security and Privacy Strategy and a four-year transformation programme, which covers both BP21 and BP22 business plan cycles. This incrementally increases our cyber resilience maturity and decreases the information security and privacy operational risk and financial impact year-on-year, in-line with industry frameworks and DSC commitments. The strategy matures data privacy operations and controls, supporting our customers to fulfil their obligations as Data Controllers and our obligation as a Data Processor, demonstrating Data Privacy Law compliance (EU General Data Protection Regulation - GDPR).

A mature and effective information cyber security capability increases business cyber resilience and reduces the risk likelihood and impact of a cyber-attack or data breach. Cyber threats continuously evolve becoming increasingly sophisticated at an extremely rapid rate, in some cases, more rapidly than the technology, data and people landscape of an organisation and those it is linked to. Therefore, continued focus is required to ensure information cyber security controls are effective, current and future proof.

We are setting out two areas of investment which will enable us to deliver our Information Security and Privacy Strategy with the Information Cyber Security Strategy (£3.2m in 2021/22, £7.9m across three years) and Data Privacy Law Compliance (EU GDPR) (£1.05m in 2021/22, £1.7m across three years).

The benefits of the cyber programme include:

- Reduced impact of a cyber-attack
- Reduced likelihood of a customer data breach
- The ability to share enhanced threat intelligence with customers and the industry
- Lower C2S through selection of a hybrid operating model
- Improved OTD of individual rights requests (supporting a 72 hour turn around) for customers
- Full compliance with EU GDPR privacy regulations.

Across all of these investments, these values equate to what was described in BP20.



| Protecting Against Cyber Crime | | | | | |
|---------------------------------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| | BP20 | BP21 | BP21 | BP21 | |
| Description | 2021 /22 | 2021/ 22 | 2022/ 23 | 2023/ 24 | Total BP21 |
| Information Cyber Security Strategy | £4,500 | £3,260 | £2,460 | £2,260 | £7,980 |
| Data Privacy Law Compliance (EU GDPR) | - | £1,050 | £525 | £160 | £1,735 |
| Total | £4,500 | £4,310 | £2,985 | £2,420 | £9,715 |

| Investment Funding Split % | | | |
|----------------------------|------------|------------|----------------|
| | | | |
| NTS | GDN | IGT | Shipper |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 7.3% | 46.9% | 1.5% | 44.3% |

Investment

Area Focus



6. General Annual Retail Energy Code (REC) Change

The introduction of the Retail Energy Code (REC) brings together the code requirements relating to retail energy activities. It will govern the operation of faster and more reliable arrangements for consumers to switch their energy supply. This will provide a consistent set of arrangements for electricity and gas suppliers and consumers. When it comes to the provision of REC services, this means our central services will be driven by both UNC and REC requirements. Completion of the REC programme will ensure that our customers can continue to use Central Data Service Provider (CDSP) services uninterrupted. It will introduce faster switching services that interface with existing systems and processes, to allow continued delivery of shipper registration, settlement and transportation invoicing. It will also allow our customers to ensure the obligations introduced under the REC can be met by the market through the effective use of central systems by the required dates.

In our BP20 document, we included an investment section for our Central Switching Service (CSS) programme. The investment we specified was based on the completion of the industry programme by June/July 2021. As a result of COVID-19, market participants were afforded a relief period by Ofgem, however the expectations on existing service providers (ESPs) and CSS Providers, collectively termed Parties Under Integration (PUIs), were very different with PUIs expected to continue to progress the planned milestones. Throughout this period, we have sought to minimise the cost impact to our customers through optimising and reducing headcount where possible and seeking more favourable commercial terms with our suppliers.

Following the deferral of the Programme for Licensed Parties due to coronavirus (COVID-19). Re-planning has since concluded, and Ofgem's revised Programme Plan was approved and baselined on 27th October 2020; the go-live date has moved from March 2022 (the base assumption for BP21) to August 2022, along with an increase of programme scope via change requests. These changes have led to resource, supplier and environment extensions. At the average programme run rate of £1 million per month, this extension and scope change was initially estimated to cost an additional £6m. We have undertaken an exercise to minimise cost impacts as much as possible without compromising our delivery requirements and/or obligations and have been successful in reducing the impact to our customers to £1.2m.

CSS introduces new functionality and new data flows that will require maintenance and support on an enduring basis. We currently forecast run costs of the CSSC service of £3.3m per annum from 2023/24 and includes both system and resource costs.

| General Annual Retail Energy Code (REC) Change | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|-------------------|
| | BP20 | BP21 | BP21 | BP21 | |
| Description | 2021 /22 | 2021/ 22 | 2022/ 23 | 2023/ 24 | Total BP21 |
| Central Switching Service | £11,800 | £13,000 | £8,500 | - | £21,500 |
| TOTAL | £11,800 | £13,000 | £8,500 | - | £21,500 |

| Investment Funding Split % | | | |
|----------------------------|------------|------------|----------------|
| | | | |
| NTS | GDN | IGT | Shipper |
| 0% | 0% | 0% | 100% |



Investment Area Focus

Customer Engagement

7. General Annual Uniform Network Code (UNC) Change

The DSC Change Budget is an annual investment made by parties acceded to the DSC to deliver the changes approved for design and implementation by the DSC Change Management Committee (ChMC). Changes that are selected for implementation in any given financial year have been through extensive industry consultation. The DSC annual change budget is based on ChMC's view of known regulatory (e.g. UNC) changes in the pipeline; the appetite for 'value-add' change in each constituency and cross-contingency budget for forecasted costs associated with market trials, changes associated with the Performance Assurance Committee (PAC) and contingency funds associated with each major release.

Following the first consultation phase, some adjustments to the budget were requested and have been included in the final draft. These adjustments have reduced the value reported in draft one by £450k leaving the DSC Change Budget at £3.59m. This still represents an overall increase of £0.6m from the previous financial year, however BP21 has introduced a new approach in creating the DSC budget through a 'bottom-up' approach in consultation with each DSC constituency, taking account of known requirements and appetite for change delivery during the relevant period.

In the third year of the plan (2023/24) a placeholder of £6.4m for Unallocated Investment has been included to reflect a flat profile of investment spend for all constituencies across the plan period.

Decarbonisation is an increasing priority across the energy sector as highlighted recently by Ofgem's RIIO-2 Draft Determinations. We know that customers are looking to further map out the journey to Net Zero over the coming years, which will in turn have implications for future investment decisions. Projects and pilots supporting the decarbonisation agenda often fall outside DSC requirements, but will become part of the DSC contract as they turn from trial into business-as-usual activities. There is an industry requirement to separate decarbonisation projects from standard DSC change, which means that a new governance line will need to be reviewed, assessed and created alongside or incorporated into existing DSC Governance. In conjunction with Distribution Network Innovation leads, we propose to include a new (and separate to the DSC Change Budget) Investment line in BP21 for Decarbonisation of £1.5m, £4.5m across three years.

| General Annual Uniform Network Code (UNC) Change | | | | | |
|--|---------------|---------------|---------------|----------------|----------------|
| | BP20 | BP21 | BP21 | BP21 | |
| Description | 2021/22 | 2021/22 | 2022/23 | 2023/24 | Total BP21 |
| DSC Change Budget | £3,000 | £3,590 | £3,590 | £3,590 | £10,770 |
| Non-Standard Data Items for Reporting | £110 | £110 | - | - | £110 |
| Unallocated Investment Pot | - | - | - | £6,400 | £6,400 |
| Decarbonisation | - | £1,500 | £1,500 | £1,500 | £4,500 |
| TOTAL | £3,110 | £5,200 | £5,090 | £11,490 | £21,780 |

| Investment Funding Split % | | | |
|----------------------------|-------|------|---------|
| NTS | GDN | IGT | Shipper |
| 2.1% | 34.8% | 5.4% | 57.7% |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 7.3% | 46.9% | 1.5% | 44.3% |
| 0% | 100% | 0% | 0% |

Throughout our BP21 process we have been keen to offer as many opportunities as possible for all of our customers to provide us with their feedback on the business plan. To enable this, we have been making use of seven engagement channels:

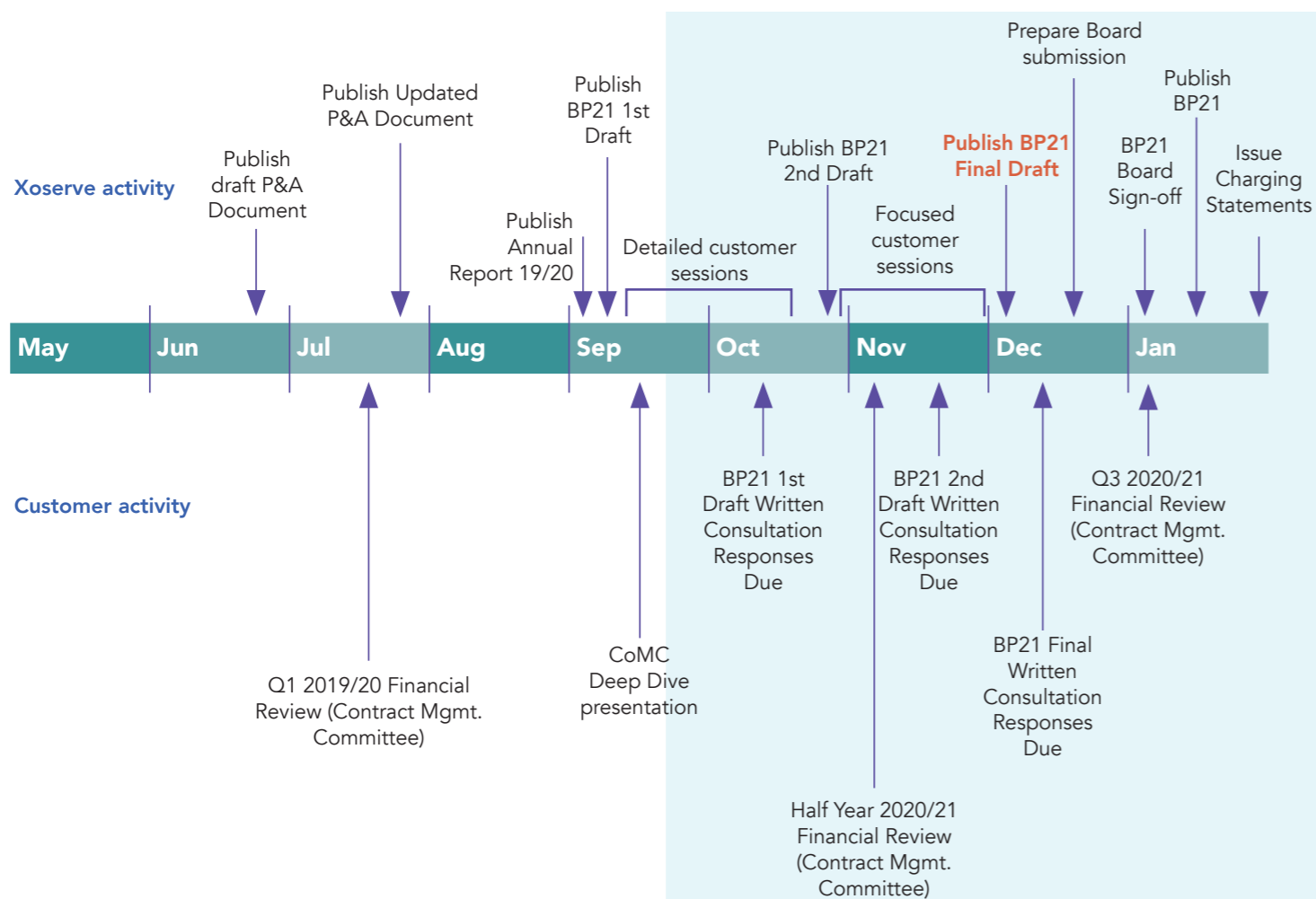
- Publishing written consultation documents and inviting customers to respond in writing
- Meetings with customer organisations to conduct in-depth reviews of the draft plan content and associated funding requirements to help customers understand what the draft plan means for their organisation
- Provision of updates to customers and receipt of feedback via DSC Contract Management Committee and Change Management Committee Meetings
- Presentation of focus area deep dives at the September Contract Management Committee
- Provision of investment business cases (upon request following deep dives)
- Engagement through Customer Advocate led sessions
- Bespoke security deep dives, engaging customer Chief Information Security Officer (CISO)/Head of Security (or equivalent)

We have set out below a summary of the engagement phases, their timings and the different forms of engagement that we will use:

| Engagement Phase | Start | End | Duration | Status |
|---------------------------|----------------|---------------|----------|-----------|
| Principles and Approach | 19th June | 03rd July | 2 weeks | Completed |
| Draft first plan | 11th September | 16th October | 5 weeks | Completed |
| Updated second draft plan | 30th October | 20th November | 3 weeks | Completed |
| Final draft plan | 04th December | 11th December | 1 week | Open |

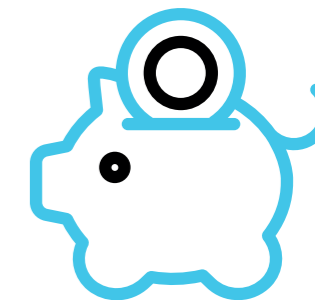


Customer Engagement



Consultation Timelines for 2020

| Step | Date | Action | Provider | Receiver | Deliverable |
|------|----------------|---|---------------|---------------|-----------------------------|
| 1 | 11th September | Consultation 1: Issue draft Business Plan for consultation (one) | Xoserve | All Customers | Draft Business Plan |
| 2 | 19th September | Consultation 1: Deep dive presentations at the Contract Management Committee (CoMC) meeting | Xoserve | All Customers | Teams Presentation |
| 3 | 19th September | Consultation 1: Provide feedback at the Contract Management Committee (CoMC) meeting | CoMC | Xoserve | Feedback notes and actions |
| 4 | 16th October | Consultation 1: Provide written feedback | All Customers | Xoserve | Written feedback |
| 5 | 23rd October | Board update | Xoserve | Board | Feedback report |
| 6 | 30th October | Consultation 2: Issue updated draft Business Plan for consultation (two) | Xoserve | All Customers | Updated draft Business Plan |
| 7 | 27th November | Consultation 2: Provide written feedback | All Customers | Xoserve | Written feedback |
| 8 | 27th November | Board update | Xoserve | Board | Feedback report |
| 9 | 4th December | Consultation 3: Issue updated final draft Business Plan | Board | Xoserve | Updated draft Business Plan |
| 10 | 11th December | Consultation period ends | | | |



Customer Constituency Funding

Customer Constituency Funding

The schedules of Customer Constituency Funding reflect the application of our updated Cost Allocation and Charging Methodology, which was approved at the August 2020 Contract Management Committee (CoMC).

The need to update the methodology was driven by our review of how we measure performance under the DSC. We have developed a set of 13 Process Journeys which provide a clear and transparent view of our services along with associated performance measures for RFT, OT and at what the C2S is.

The 13 journeys (and three additional areas including Gemini Activities) are now used as the basis for allocating costs and charges to customers (moving from using 22 Service Areas previously). We have also taken the opportunity to refresh resource allocations and update how IS application costs are built up.

For each constituency we have provided graphs showing:

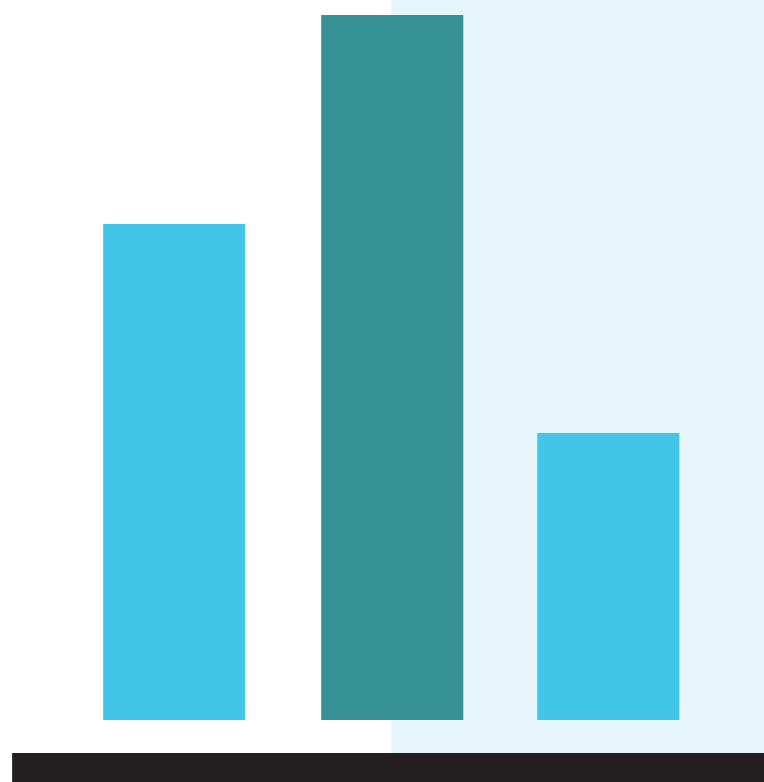
- A view of current year funding plus three-year forecast
- The BP20 three-year forecast inflated by CPIH (2%) to show 2020/21 prices. Charges are shown for both the previous and the updated methodologies.

Gas Distribution Networks

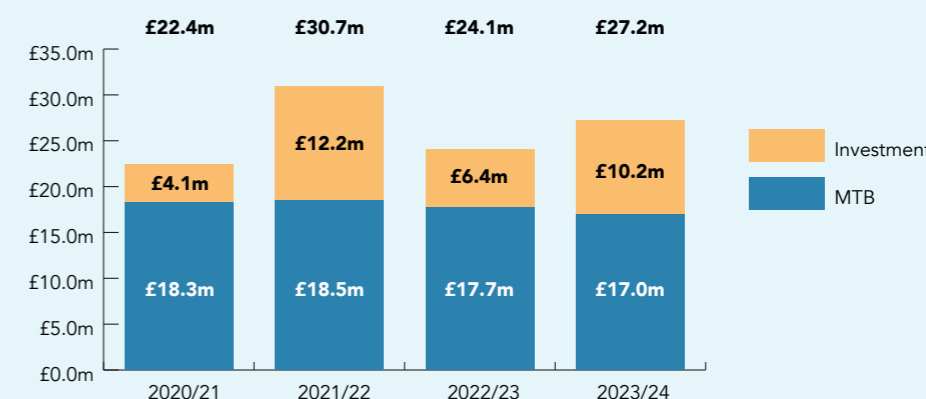
For our Gas Distribution Network (GDN) customers, the projected MTB expenditure for 2021/22 is forecast to increase by £0.2m from the restated 2020/21 position (using the updated Charging Methodology). The additional costs for Exceptional Customer Experience are attributed to all customer groups. GDNs will also attract a share of the £1.2m of costs classified as investment in BP20, which have now been moved to MTB. The savings associated with Maintaining and Improving our Services include a significant hosting saving for the Gemini system (c£0.8m), the costs (and therefore savings) of which are attributed to National Grid.

The investment profile for GDNs shows an investment forecast of £12.2m for 2021/22 compared to the £4.1m spent in 2020/21. This is an increase from the BP20 forecast of £9.4m for 2021/22. Inclusion of funds for Decarbonisation (£1.5m) and a greater share of an increased Change Budget pot are the main drivers for this increase.

For GDNs charges between drafts two and three increase by £0.3m in 2021/22 as a result of the combined CMS investment lines and the updated percentage funding split. Years two and three remain unchanged.

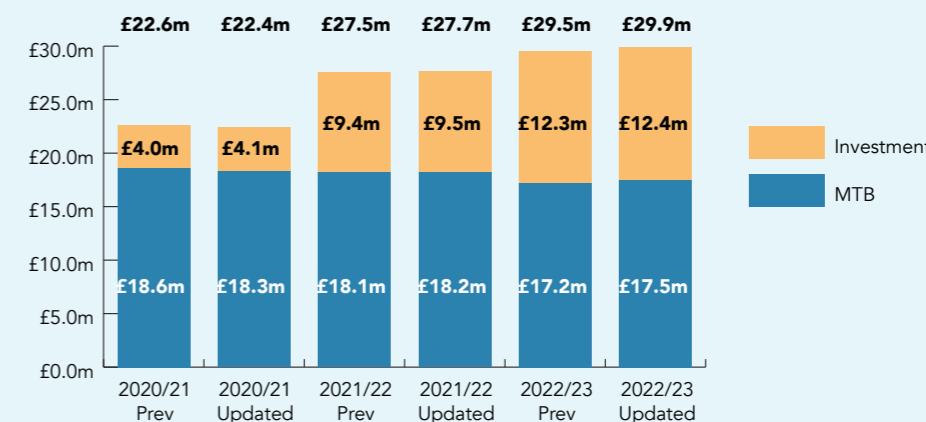


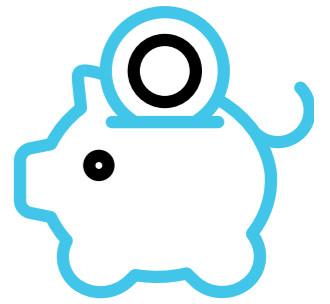
GDN Funding



BP20 Funding at 20/21 Prices

(using Previous and Updated methodologies)





Customer Constituency Funding

Customer Constituency Funding

Independent Gas Transporters

For our Independent Gas Transporter (IGT) customers, the projected MTB expenditure for 2021/22 is forecast to increase by £0.04m from the restated 2020/21 position (using the updated Charging Methodology). The main factor contributing to this is the increased market share for IGTs, which has risen from c.10% to c.10.5%. The additional costs for Exceptional Customer Experience are attributed to all customer groups. IGTs will also attract a share of the £1.2m of costs classified as investment in BP20, which have now been moved to MTB. The savings associated with Maintaining and Improving our Services include a significant hosting saving for the Gemini system (c£0.8m), the costs (and therefore savings) of which are attributed to National Grid.

The investment profile for IGTs has increased significantly from the values forecast in BP20 for 2021/22 (£0.7m). This is due to the higher proportion of Change Budget spend requested by IGT Change Managers.

As a result of the CMS investment lines and updated percentage funding split, the IGTs charges between drafts two and three have reduced by £270k in 2021/22.

Shippers

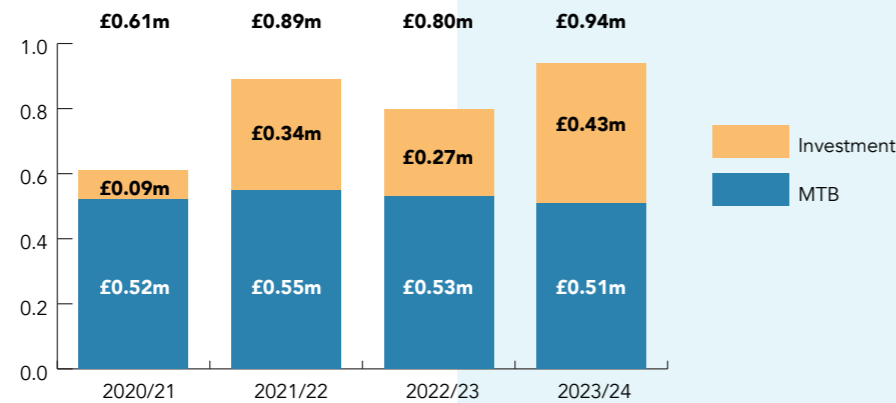
For our Shipper customers, the projected MTB expenditure for 2021/22 is forecast to increase by £0.3m from the restated 2020/21 position (using the updated Charging Methodology). The additional costs for Exceptional Customer Experience are attributed to all customer groups. Shippers will also attract the majority share of the £1.2m of costs classified as investment in BP20, which have now been moved to MTB. This is due to replicating the BP20 funding allocations where Shippers funded the majority of UK Link minor release delivery and all of Industry Performance Insights investment activity. The savings associated with Maintaining and Improving Our Services include a significant hosting saving for the Gemini system (c£0.8m), the

costs (and therefore savings) of which are attributed to National Grid. The MTB increase in 2023/24 is due to the additional CSS run costs which are wholly funded by Shippers.

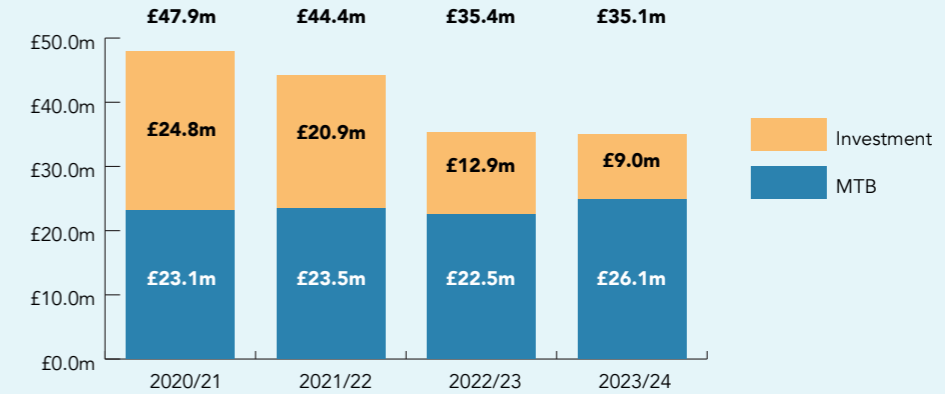
The investment profile for Shippers continues to be dominated by CSS which remains at £12m for 2021/22.

For Shippers, the changes to charges between drafts two and three have increased by £1.23m in 2021/22. £1.2m of this increase is attributable to CSS (as highlighted in the addendum to draft two) and the remaining £30k from the changes to the CMS investment lines and updated percentage funding split.

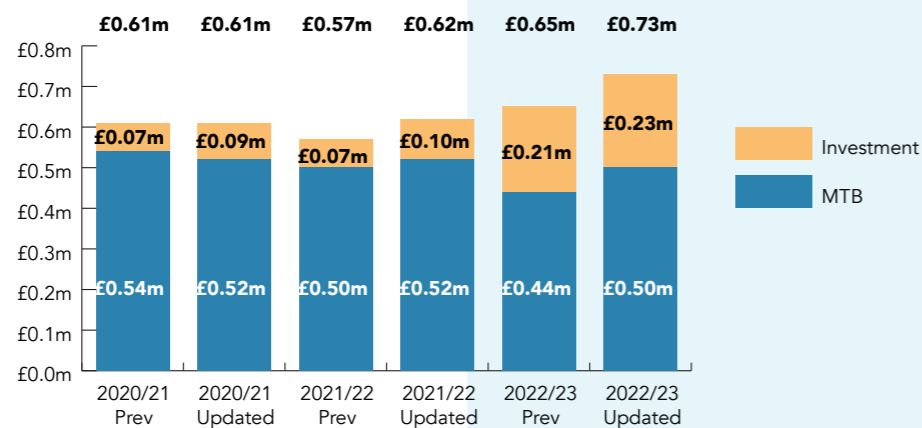
IGT Funding



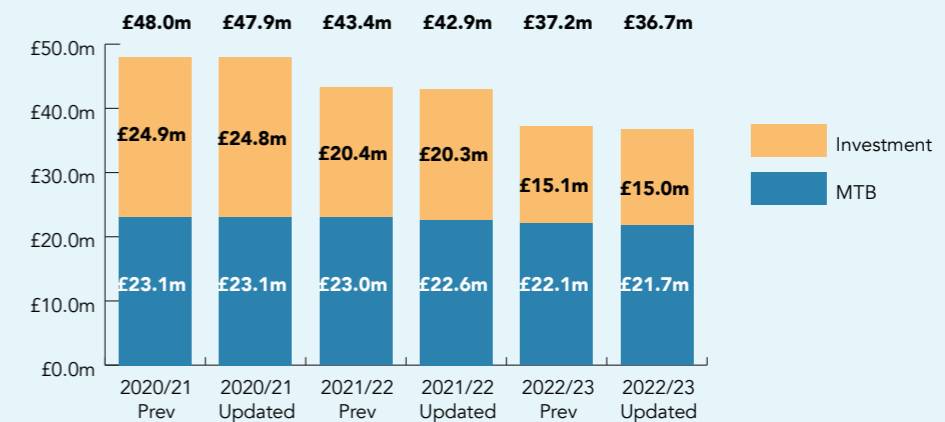
Shipper Funding



BP20 Funding at 20/21 Prices
(using Previous and Updated methodologies)



BP20 Funding at 20/21 Prices
(using Previous and Updated methodologies)



Customer Constituency Funding

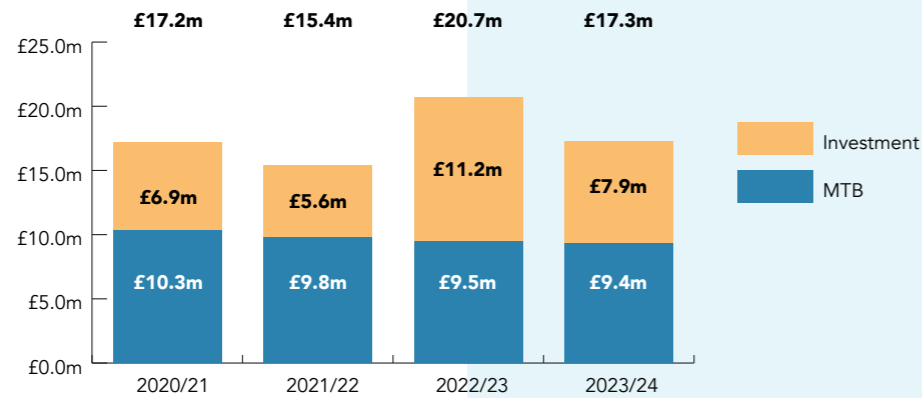
National Grid

For National Grid, the projected MTB expenditure for 2021/22 is forecast to reduce by £0.5m from the 2020/21 position. The additional costs for Exceptional Customer Experience are attributed to all customer groups. National Grid will also attract a share of the £1.2m of costs classified as investment in BP20, which have now been moved to MTB. The savings associated with Maintaining and Improving Our Services include a significant hosting saving for the Gemini system (c£0.8m), the costs (and therefore savings) of which are attributed to National Grid.

The majority of the investment profile for National Grid relates to the Gemini roadmap including Gemini Enhancements, and beginning the next phase of modernisation for the Gemini system and services.

For National Grid, there were no changes to the charges between drafts two and three.

National Grid Funding



BP20 Funding at 20/21 Prices

(using Previous and Updated methodologies)

