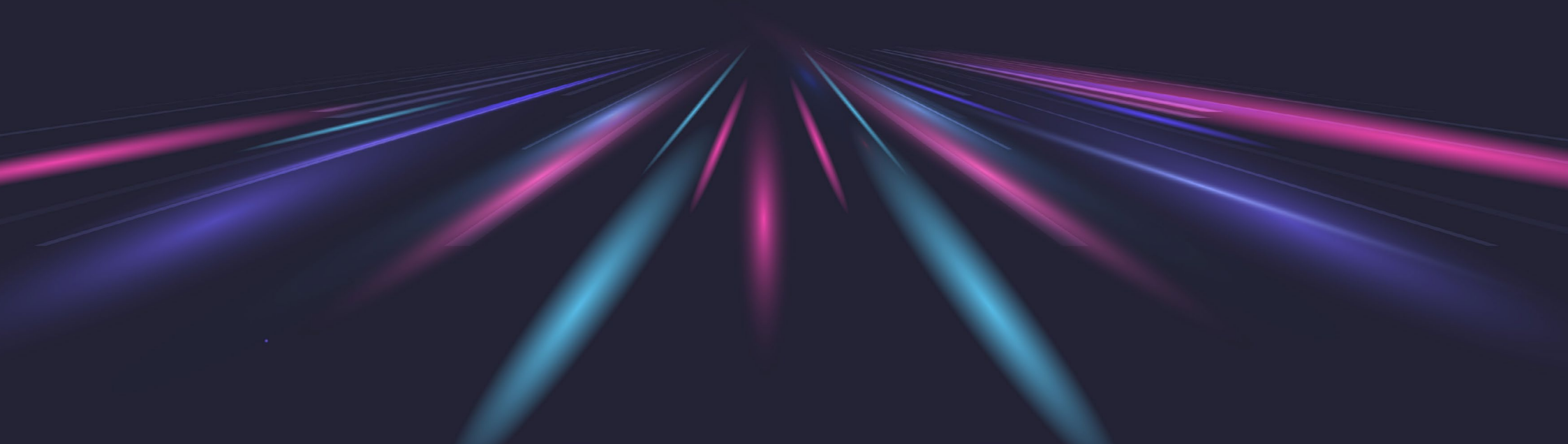




Business Plan 2026-29 (BP26):

Statement of Planning Principles

TRUST | INNOVATE | DELIVER





Making
energy
data
work.

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CEO introduction

The Business Planning cycle at Xoserve seems to come around ever more rapidly – and this Statement of Planning Principles kicks off the process of developing Business Plan 2026-29 (BP26). As the Central Data Services Provider (CDSP) for the gas industry, it is our core role to propose the key elements that form the Business Plan. We want the process of developing this year’s plan to be as collaborative as possible with our Customers, such that the plan has a feeling of ‘co-creation’ and we will work closely with our Customers as we evolve the plan over the coming months.

Since becoming CEO, I have heard loud and clear from our Customers that they have wanted more transparency, communication, and engagement. We have invested in building new teams and engagement fora and are continuing to develop a broad range of initiatives. I have received positive feedback from Customers on this front, and we are always open to innovative ideas and suggestions as we strive to improve.

As I write this, Xoserve has just passed its 20th birthday, and here I would like to thank all the people who have served the company and the industry over that time. As part of this milestone, and in the context of improving communications and engagement, it was the ideal opportunity to refresh the Xoserve brand, and range of digital media. Customers will see the look and feel of these evolve over the coming months as we create a fresher and more accessible experience for those who use our systems and data.

I perceive that the pace of change that we will be asked to support is now accelerating as society grapples with the challenges of decarbonisation and energy security, while trying to lower the cost of energy for consumers. For our part we embrace this change, and our plan will outline a number of areas where Xoserve can play its part in supporting our Stakeholders to address these challenges.

We see collaboration across the gas industry as being vital, and also with DESNZ, Ofgem, NESO and other central bodies, where there are valuable insights to be gained by sharing data. We welcome initiatives such as the new Green Gas Taskforce which is creating a forum to show how biogases can make a significant contribution to decarbonisation. There is also the opportunity to learn from other sectors in respect of ways to identify and support consumers.

A key element of facing the future is Project Trident, which is underway and designed to ensure that UK Link is hosted on a new platform that will endure to at least 2040. This necessitates solutions that will offer flexibility as the market changes, making it easier to implement new capabilities and introduce more efficiencies as technology advances.



We want the process of developing this year’s plan to be as collaborative as possible so it feels like a ‘co-creation’.

Steve Brittan, CEO



“

We are excited by the opportunities that the future offers, and we embrace the changes that will inevitably come.

Steve Brittan, CEO

We continue to follow the HM Treasury Green Book approach for Project Trident, and the second major element of this - the Outline Business Case - will be published as BP26 matures. We have had excellent engagement from our Customers and, through market engagement, potential transformation partners. I look forward to this continuing in the coming period. Through regular and meaningful Customer engagement, there will be the opportunity to make beneficial changes to existing systems, and we will make proposals in this regard in BP26.

Reflecting back for a moment, we have delivered on the efficiency savings that were highlighted from previous Business Plans and have made substantial progress in establishing our intelligent Customer and enterprise architecture capabilities, welcoming a considerable number of incredibly talented people to the Xoserve team.

This will be the second Business Plan that implements the new Business Plan Information Rules, designed to provide greater transparency and clearer justifications in investments. We have applied learning from the first implementation of the rules in BP25, with the aim of creating a more accessible BP26. Nevertheless, we intend to engage an independent third party to provide assurance of adherence to the rules.

Of course, delivering the UK gas industry's digital heartbeat remains core to Xoserve and its purpose. The industry relies on the processes we run and data we provide for its effective operation, and these must be delivered to the highest levels of reliability and accuracy. Based on feedback in BP25, and work we have undertaken with our suppliers, we have put in place a programme of “Enhanced Assurance” regarding the quality of our data. We are open to further proposals from Customers during the BP26 planning process.

To conclude, we are excited by the opportunities that the future offers, and we embrace the changes that will inevitably come. We want to play our part in this change, through delivering core services that offer excellent value for money, and to support development of the market into the future.

Steve Brittan
CEO, Xoserve



Executive summary

This Final Statement of Planning Principles (SPP) follows the draft version published on 30 June 2025, which marked the beginning of Xoserve's development process for its Business Plan 2026-29 (BP26).

The SPP outlines the strategic framework, operating context, and guiding principles that will shape BP26 and the evolution of Xoserve's role as Central Data Services Provider (CDSP) for the GB gas market. We are committed to ensuring transparency and collaboration with our Customers and Stakeholders throughout this business planning process and welcome any feedback on this or future BP26 publications.



Our strategic foundation:

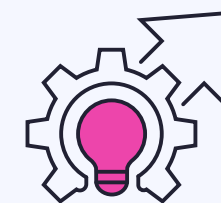
Trust - Innovate - Deliver

BP26 will be developed around three core strategic principles, central to our broader evolutionary strategy: **Making Energy Data Work**.



Trust

We are dedicated to building and maintaining trust through consistent transparency and robust governance. BP26 will present information in compliance with the Business Plan Information Rules (BPIR). It will also provide a clear articulation of value for money (VfM) through the 5E Framework, which allows us to express how value is achieved through five equally weighted lenses: Efficiency, Equitability, Economy, Effectiveness and Evolving. Our commitment to independent third-party assurance of BPIR compliance underscores this principle, as does our development of a standardised Cost Benefit Analysis Methodology.



Innovate

Delivering VfM necessitates continuous innovation. BP26 will propose investments aimed at enhancing the efficiency and effectiveness of CDSP Services. This includes modernising critical IT platforms, exploring the strategic application of Artificial Intelligence (AI), and undertaking independent VfM reviews to ensure our services remain benchmarked favourably.



Deliver

We have been the digital heartbeat of Great Britain's Gas Industry for over 20 years. Our mission is to deliver excellent CDSP services, both now and into a sustainable future. This will inevitably include activities currently outside our Key Performance measurement regime. Our mission is underpinned by our deep gas industry expertise, a focus on enhancing our capacity and capability, and proactive engagement in industry projects aligned with decarbonisation policy.



Our commitment to Customer engagement

We know that Customer engagement is a critical success factor during the development of our Business Plan. We've already made significant progress in this area, with a range of in-person and online feedback and engagement opportunities during BP25. Our intention is to go even further than before as we develop BP26.



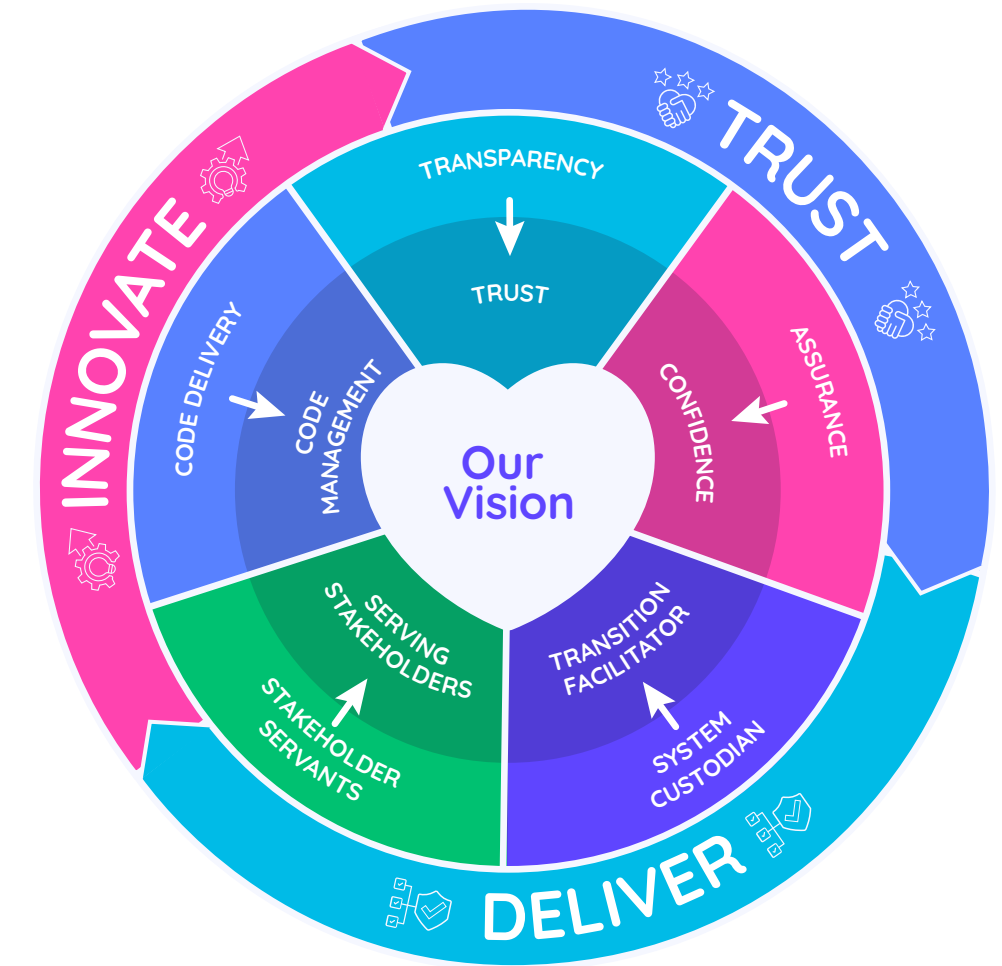
Customers and Stakeholders can expect the following:

- **An array of engagement opportunities and feedback channels.** This will include face-to-face and online sessions, group meetings and opportunities for individual briefings and Q&As, plus the facilitation of an online portal.
- **Access to Xoserve expertise.** The Xoserve Leadership Team (XLT) and Board will be involved throughout the development of BP26 to ensure the whole process is transparent, efficient and effective. We will make expert resources available to explain elements of the plan and will regularly communicate Customer sentiment and priorities across all departments in Xoserve.
- **Presentation of content in new formats.** We will focus the content included in the Business Plan document to what is essential and present the additional information required for BPIRs in a dynamic format, via a digital space that is easily accessible. This will make the document much easier for Customers and Stakeholders to navigate.

Our Journeys

BP25 described the five strategic 'journeys' that would enable Xoserve to deliver maximum value to our Customers and Stakeholders. BP26 will be developed to further enable our evolution from:

- **Transparency to Trust**
- **Assurance to Confidence**
- **System Custodians to Transition Facilitators**
- **Stakeholder Servants to Serving Stakeholders**
- **Code Delivery to Code Management**



Our Vision: Delivering the gas industry's digital heartbeat, using data for consumer benefit and accelerating net zero progress.



Proposed investment areas for BP26

BP26 will detail Xoserve’s plans and investments across several critical areas:

Project Trident

This is a multi-year project to modernise the UK Link platform, ensuring its endurance to at least 2040. This critical initiative will aim to deliver at minimum a like-for-like capability while exploring opportunities for innovation and future-proofing.

In BP26: Investment will support the completion of our procurement activity, under the Green Book process, and commencement of the Design/Build/Test phase. Implementation planning and change management will also start in earnest.

CDSP service development

This investment area was first introduced in BP25 to fund the development of a CDSP Data and Digitalisation Strategy (expected Autumn 2025), undertake exploration of CDSP Open Data Solution options (in-flight) and to be able to react to changes brought about by Code Reform. Scope also included proactively innovating to enhance existing CDSP services or identify new ones that could add value.

In BP26: Investment is focused on providing service efficiency and effectiveness as the gas market prepares to transition from a Code Administrator to Code Manager structure. How we need to develop our services will depend on a number of forthcoming policy decisions; on hydrogen, data use, strategic direction and Energy Code Reform. As part of BP26, we will also be developing an AI strategy; exploring technological options for introducing ‘Facilitative AI’ to our operating model safely and securely.

UK Link Sustain

This continued investment aims to “keep the lights on” for the existing SAP platform until Project Trident delivers the modernisation it requires. Investment will ensure the ongoing reliability and accuracy of core industry processes.

In BP26: Investment will continue to have VfM as its core consideration. The UK Link Sustain Roadmap will balance essential maintenance with necessary upgrades as we prepare for transformation.

General Change

This investment provides funding for the design and delivery of changes to central systems and processes driven by industry code modifications, ensuring ongoing compliance and adaptability.

In BP26: The General Change budget will be required to fund the design and delivery of three major releases (in February, June and November 2026). It will also be required for ad hoc projects, individual changes and for the development of new reporting requirements.

Gemini Regulatory and Sustain

To date, this investment has enabled the modernisation of the Gemini platform under the banner of Gemini Sustain, which moved the service of a cloud-based platform as a service (PaaS) infrastructure, as well as enhancing features and functionality.

In BP26: Investment is required for the continued development and sustainment of the Gemini platform, following its successful modernisation to a cloud-based infrastructure.

VfM Review

In 2023, an independent VfM Review concluded that almost all CDSP services benchmarked positively against other organisations. The reviewer also made a series of recommendations which have been addressed via the Efficiency Review Implementation in Xoserve (ERIX) programme.

In BP26: There is a potential opportunity to undertake an independent review to benchmark Xoserve’s costs and drive further value, building on previous findings and informing future business plans.

In-flight Strategic Initiatives

The Business Planning process lasts for several months, developing through a multi-draft process. This means it can be evolved to include additional activity as in-flight strategic initiatives are being undertaken in parallel with BP26 development.

In BP26: Customers and Stakeholders can expect the Business Plan development process to be aligned with other strategic initiatives, such as those that are focused on measuring performance.



Building capacity and capability

Over the past 20 years, we have built a workforce with a unique understanding of the market, its industry codes, participants, central systems and processes. Most of all, we have cultivated a deep understanding of what our Customers require from a CDSP, and an innate passion for consistent and robust delivery of critical services.

Now, we must be able to evolve as the industry does - to chart a path that allows us to make energy data work in a Net Zero future. Here are some of the ways we are building our capacity and capability; nurturing existing talent and adding new expertise so that we can provide the services our Customers expect and proactively make the most of new opportunities:

Customer Engagement Team

Established in Q1 of 2025, this team is focused on ensuring Customers can interact meaningfully, strategically and flexibly with Xoserve.

Enterprise Architecture Function

This function was established to help ensure that CDSP platforms are more efficient, responsive, secure, and Customer-focused.

Industry Projects Team

The Industry Projects team is focused on enhancing CDSP services to ensure they are sustainable in a reforming landscape and aligned with decarbonisation policy.

Service Managers

Created during 2024, these roles will play a significant part in the development and delivery of our Business Plan. Each has a DSC function focus or industry code focus.

Project Trident governance structure

The governance structure continues to mature prior to onboarding delivery partners. We have recently appointed two independent Customer Advisors to the Steering Committee.

Xoserve Leadership Team (XLT)

The delivery of BP26 will be supported by the XLT. Strong, capable leadership has never been more important, as we prepare for the opportunities and challenges of a sustainable future.

Embracing change

The team at Xoserve is excited by the opportunities that the future offers for the Gas Industry. Through BP26 and beyond, we will continue to evolve, improve and prepare so that we may confidently embrace the changes that will inevitably come, and support our Customers to do the same.

Xoserve has been central to the gas system for the past 20 years, and as its Central Data Services Provider since 2017. We're excited to rebrand and to set new ambitions, and we're committed to playing an active role in the future of gas. We want to encourage and enable collaboration throughout the energy transition.

What won't change is our commitment to service delivery and to providing value for money. We are a not-for-profit organisation and we are committed to go on meeting our efficiency targets and to finding new ways to become more efficient for our Customers.





Trust



The development of the CDSP Business Plan for 2026-29 (BP26) will be based on interactive engagement with Customers. We know that building trust relies on consistent transparency, so information in BP26 will be presented with compliance against the Business Plan Information Rules (BPIR) as its bedrock, and with articulation of value at its core.

James Spicer, Director of Finance and Shared Services



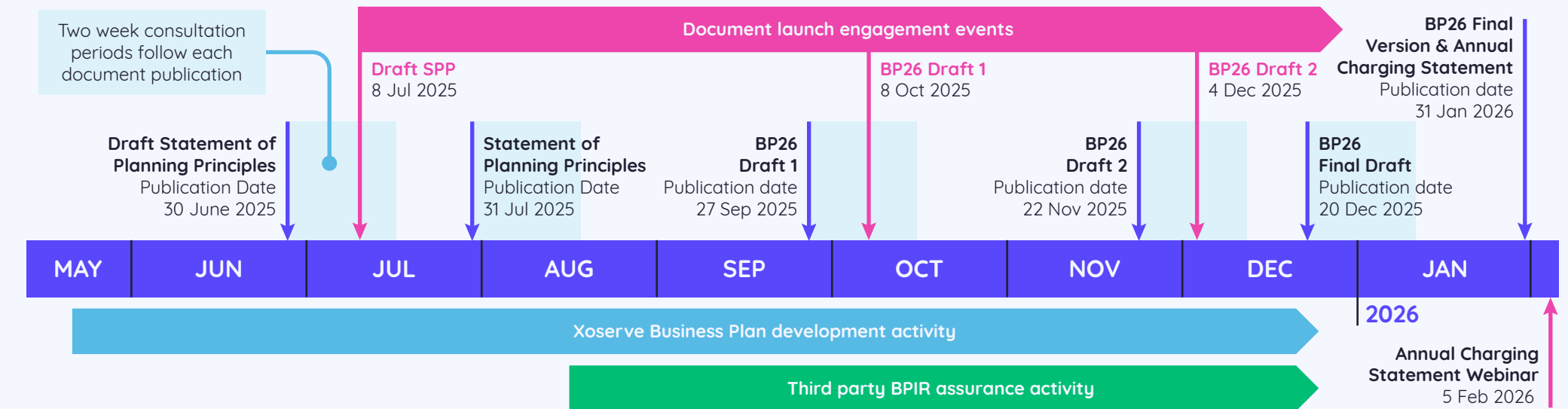
Customer engagement

Engagement with Customers during the development of any Business Plan is a critical success factor. Our intention is to go even further than before as we develop BP26. We will assess in-flight Customer engagement sentiment throughout the process and, if necessary, refine our approach based on Customer feedback.

BP26 will be developed in collaboration with Customers, via an array of engagement opportunities and feedback channels. This will include face-to-face and online sessions, group meetings and opportunities for individual briefings and Q&As, plus the facilitation of an online portal so that accessing BP26 content is a smooth process and an engaging experience.

To ensure that the process of developing BP26 is consistent and robust, our dedicated Business Plan resource will manage the end-to-end process and will be available to assist Customers throughout development of the Business Plan.

We will ensure that Customer feedback is understood, reflected in the drafting process and shared as we release versions of BP26, unless stated as being confidential.





Access to Xoserve expertise

We know that Customers value being able to access Xoserve expertise at key points in the business planning process. We will facilitate this access by making expert resources available to explain elements of the plan, such as individual Investment Proposals or Service and Operate cost changes.

The Xoserve Leadership Team (XLT) and Board will be involved consistently throughout the development of BP26 and any related Customer engagements to ensure the whole process is transparent, efficient and effective. We will regularly communicate Customer sentiment and priorities across all departments in Xoserve, to create a shared understanding of BP26.

We will also keep the partners who support us in delivering our CDSP services well informed.

Presentation of content

We are fully committed to achieving the best possible compliance with BP26 BPIRs. We are also continuously looking for ways to improve the content and readability of our Business Plan related documentation. BP25 spanned several documents and well over 300 pages. The breadth of information was required to meet our code obligations, and we chose to include all of this content in PDF BP25 documents.

Following feedback from Customers and Stakeholders, we will focus the content included in the Business Plan document to what is essential for BP26 and store the additional information required for BPIRs in a digital space that is easily accessible. This will make the document much easier for Customers and Stakeholders to navigate. For example, the statistical content regarding Current Performance will be made available on our website. The benefits of this approach include:

- providing a more dynamic view of this information
- reducing the time required to read the Business Plan document
- enabling us to achieve continued compliance with the related BPIRs

We believe that a better structured, succinct Business Plan will support stronger engagement, easier Stakeholder review, and ultimately, better-informed decision-making.

PROMPTING YOUR FEEDBACK

Do you support the sharing of BP26 content relating to the BPIR categories 'Current Performance' and 'Outputs' digitally rather than statically in the BP26 PDF documentation? Are there any other BPIR categories that should follow this approach?





Assurance approach

As was the case in BP25, we will be asking an independent third party to help assure compliance with the Business Plan Information Rules. The approach will be a process of assessment of compliance and recommended actions at each iterative draft of BP26.

Key BP25 findings and plan for further refinement

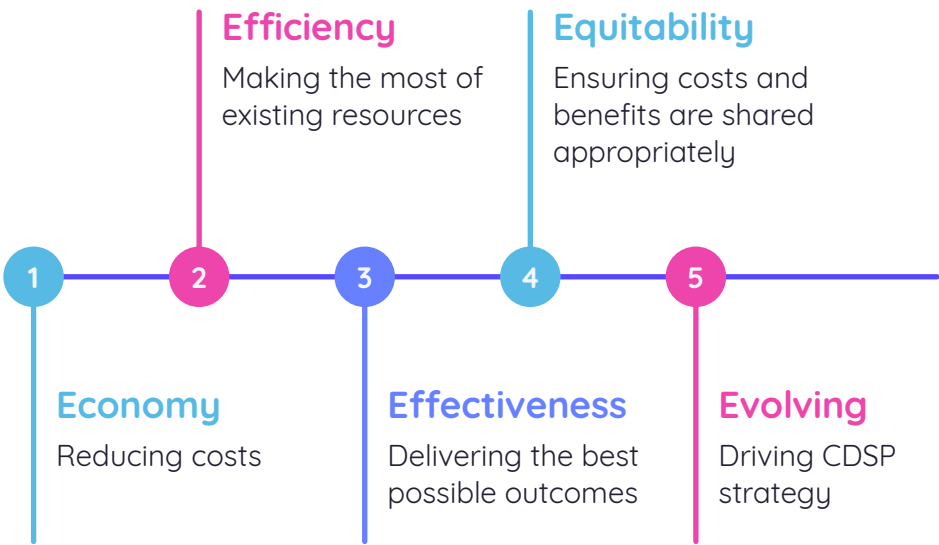
The BP25 report acknowledged Xoserve’s proactive approach and highlighted areas for improvement, particularly in investment proposal documentation, to be addressed in future planning cycles.

- **Compliance scores:** The final draft of BP25 achieved a 91% ‘adjusted’ compliance score, measuring only those BPIRs considered feasible to be fully compliant at this stage. Full compliance was reported in all categories apart from Investment Proposals.
- **Investment Proposals:** It was not possible for full compliance to be achieved in some investment proposals, due to full scope not being known during the development cycle of BP25. We expect that this will be the case in some instances in BP26 development. For full compliance to be independently assessed, we will instruct the assessor to include both the remaining BP25 BPIRs (that are not currently considered fully compliant) and BP26 in the scope of work.
- **Cost Benefit Analysis:** BP26 will utilise a standardised Cost Benefit Analysis Methodology to further address these gaps.
- **Financial accuracy:** The assessor will again conduct sampling checking to confirm consistency between BP26 financials and the budget model calculations.
- **Access to the assessor:** To foster further transparency and trust, we will facilitate Customer access to the assessor at key stages of the BP26 development cycle.

‘5E’ Value for Money Framework

Our commitment to articulating the value we drive through the delivery of CDSP services remains a priority for BP26, and we will continue to utilise the 5E VfM framework, which allows us to express how value is being achieved through five lenses, each with equal weighting and importance.

5E VALUE FRAMEWORK



Cost Benefit Analysis Methodology

Following the conclusion of the BP25 development cycle, we recognised the requirement for a standardised Cost Benefit Analysis Methodology to be developed and utilised, both for existing (BP25) and proposed investment scope (BP26). We presented the draft methodology at Contract Management Committee (CoMC) (April 2025) for review and discussion, and will seek to use and refine the model during the forthcoming development cycle.

Efficiency Review Implementation in Xoserve (ERIX) programme and next steps

The ERIX programme was created to address a series of findings made by an independent third party upon their completion of the 2023 ‘Efficiency Review’. Supported by a Customer Advisory Board (CAB), the programme concluded in Q1 of 2025-26. The third party partner responsible for the report will return to provide assurance that the findings have been satisfactorily concluded. As set out later in the document, we are inviting commentary as to whether a further review of Value for Money could be undertaken in 2026.



Evolving

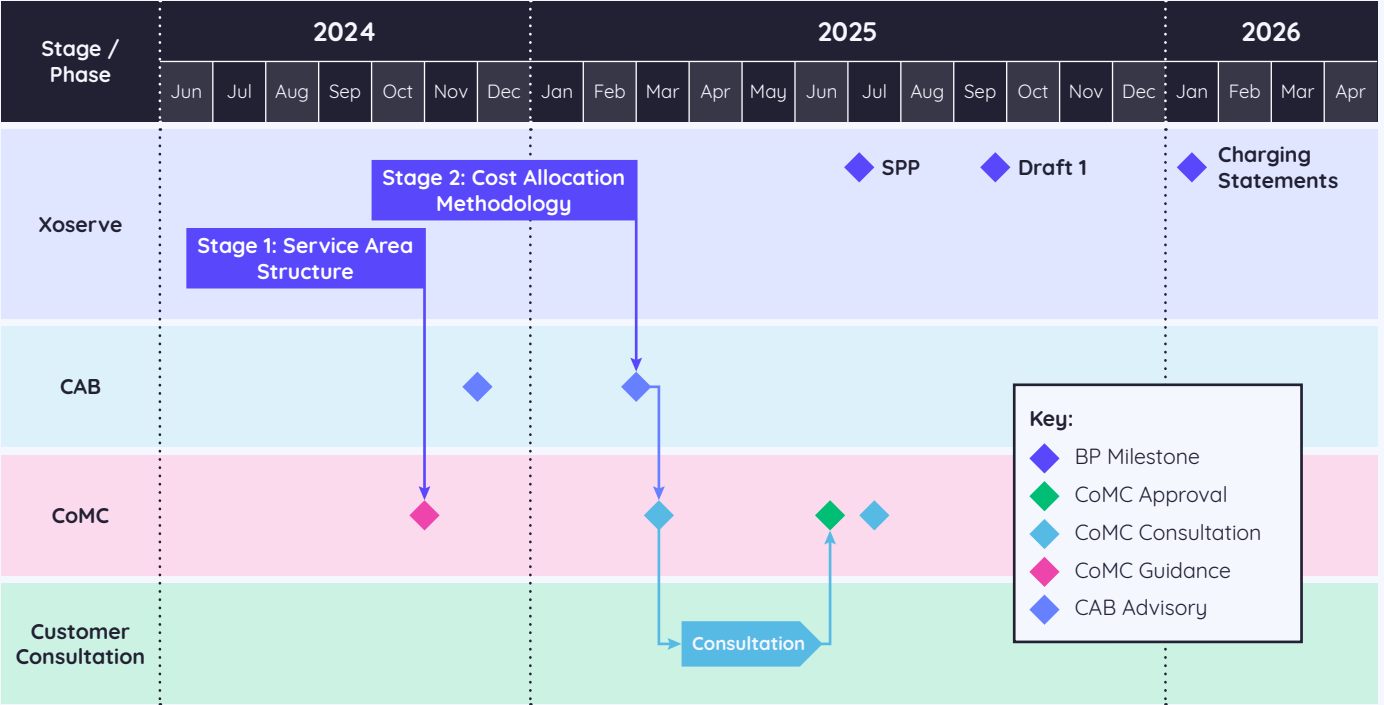
BP25 described the strategic ‘journeys’ that would enable Xoserve to deliver maximum value to our Customers and Stakeholders. BP26 will be developed to further enable our evolution from:

- **Transparency to Trust** - Consistent transparency as standard, breeding trust
- **Assurance to Confidence** - Demonstrating the value we add via assurance, leading to enhanced confidence in our capability and capacity to do more
- **System Custodians to Transition Facilitators** – Developing value-adding, flexible, scalable and integrable solutions fit for future scenarios
- **Stakeholder Servants to Serving Stakeholders** – Embodying the behaviours that nurture trust and confidence
- **Code Delivery to Code Management** - Preparing for code reform, bringing coherence between code and digital systems development

Equitability Review

The Equitability Review has been in flight since Q2 2024, with a phased approach being deployed to provide sufficient time for Customer consultation. The initial phases of this initiative have concluded and options for some changes to cost allocation have been presented at the appropriate DSC committees.

Depending on the outcome of the related [consultation](#) (concluding in August 2025), it is possible that some changes to how costs are allocated in some service areas may be included in the first draft of BP26 (published September 2025). The high level plan shown here is focused on the elements of the review that may impact BP26. Future phases of the review will focus on cost driver outputs.





Innovate



Delivering VfM requires continued innovation. We aim to identify and act on opportunities to make CDSP Services, both current and future, more efficient and effective. The list of proposed investments in BP26 will enable a joined-up approach to maintaining and modernising critical IT platforms, developing our use of Artificial Intelligence, independently assessing VfM and collaborating with Customers to ensure our systems and processes remain compliant with industry and deliver outcomes that align with Customer and Stakeholder priorities.

Clive Nicholas, Director of Strategy and Development



Proposed investments

XOSERVE
Project Trident



Overview

In July 2024, we kicked off Project Trident, a multi-year project which will modernise the UK Link platform, in response to SAP's planned discontinuation of standard support for IS-U ECC6 in 2027. This project is a key enabler for the provision of enduring, robust and secure future CDSP services. Our goal is to deliver, as a minimum, a like-for-like capability for our Customers, minimising impacts to them. We will also consider improvement options which may enhance the way Customers interact with UK Link data by considering innovation and futureproofing when deciding on the technical solution.

We are using HM Treasury's Green Book approach to business cases to create the case for change, identify our preferred solution, and to optimise our cost, risk and timeline profile. We published the first iteration, our Strategic Outline Case (SOC), in September 2024.

“ Effective Stakeholder engagement is critical to the success of Project Trident and central to our approach.

Nick Partridge



What progress have we made?

Project Trident was initiated as a project in spring 2024, and formally launched to our Customers in September 2024. We have established a strong Stakeholder Engagement function, ensuring Customers and Stakeholders have the latest information on Project Trident. This is through a combination of in-person and virtual briefings, presentations within DSC governance forums, one-to-one sessions and regular editions of our newsletter, The Tide. This newsletter has quickly grown to over 400 subscribers and shares how our Stakeholders can either get involved or ask further questions regarding our progress.

As part of our BP25 programme of work, we engaged the IT supplier market, and ran a market engagement exercise at the end of 2024 to get their feedback on the journey we are embarking on. We were encouraged by the wide range of responses and thoughtfulness on



potential solutions, indicating strong interest in partnering with us on Project Trident. We have had additional follow-ups which are further informing our thinking, including speaking to several other organisations who have also faced the challenge of an approaching out-of-support SAP ECC6 environment.

In our SOC, we identified six potential solutions to address our end of support SAP ECC infrastructure. Through a combination of supplier feedback from the market engagement exercise and our own research, we have now refined this to focusing on three candidate options. This down-select was shared in our March issue of The Tide newsletter.

We have continued to invest in capability to deliver Project Trident through a combination of appointments and specialist external supplier capability. We are confident these investments, combined with our existing in-house knowledge, give us the right delivery capability to complete our procurement and readiness activities for Project Trident.

We have also appointed two Customer Advisors representing our Shippers and Transporters to our Steering Committee, ensuring greater transparency and representation of the voice of the Customer at the highest level of our Project Trident decision-making.

What progress do we expect to make in the next 12 months?

In the next 12 months, we expect to further down-select from our current three candidate options to a single preferred option that we can take to market through a formal procurement exercise. We will undertake a Solution Definition phase looking in more detail at our shortlisted options, and execute the Green Book process; evaluating our remaining three options against the critical success factors we identified in our SOC.

In parallel, we are refining our current business processes, and functional and non-functional requirements, feeding in the outputs of the UK Link pain-points workshops which are taking place in June and July. We are working closely with our Service Management Team to ensure we remain aligned with business-as-usual. We are also reviewing how we will run the Trident solution once live. These requirements will form a substantial portion of our upcoming procurement.

We intend to run a short Pre-Qualification Questionnaire (PQQ) phase in the final quarter of 2025, with a view to identifying a small number of vendors to receive a more detailed Request for Proposal (RFP) in early 2026. This exercise will significantly shape the final delivery timeline and costs that input into the Full Business Case (FBC). Our desire is to appoint our Design/Build/Test (DBT) phase partner(s) by the end of 2026.

What to expect in BP26

Our BP26 Trident investment will support completion of our procurement activity and commencement of our DBT work. Initially, this will involve additional commercial and legal support as we negotiate and finalise our vendor contract(s). We will then move to a delivery phase where vendor DBT costs will ramp-up, and may require procurement of initial hosting capability and software licences. Implementation planning and change management will also start in earnest within BP26.

Underpinning our final vendor selection is completion of our Green Book process, with publication of the FBC. This will build on our OBC and will confirm final delivery arrangements including market-validated costs from our preferred vendor, agreed funding arrangements, and detail on the governance and plan to deliver Trident. The FBC will be the final approval before contract signature for our preferred vendor(s), and we expect Customer input and review as part of this process.

Project Trident will provide an update on expected finances as part of BP26 Draft 2, scheduled for publication in November 2025. This closely aligns with publication of our Outline Business Case (OBC) by the end of 2025.





CDSP service development

This investment area was first introduced in BP25 to fund the development of a CDSP Data and Digitalisation Strategy (expected Autumn 2025), undertake exploration of CDSP Open Data Solution options (in-flight) and to be able to react to changes brought about by code reform. Additionally, scope included proactively innovating to enhance existing CDSP services or identify new ones that could add value. The focus of this investment in BP26 is on CDSP service efficiency and effectiveness.

Open Data Solution Discovery

BP25 forecasted that we would need £1m in 2026-27 for the delivery of an Open Data Solution, following a discovery exercise that was funded via BP25 (£300k). This discovery work is in flight, however, it will not be completed in time for options to be presented during the BP26 development cycle. This is because we want to undertake thorough Proof of Concept activities as part of our approach, and give careful consideration to Project Trident scope and timelines.

We propose to move the forecasted £1m from 2026-27 out into 2027-28 forecast and present the output of the Open Data Discovery and Proof of Concept in BP27 as part of a wider CDSP Data Strategy, which is also in development alongside BP26.

Code Reform

As part of the second consultation on Energy Code Reform, Ofgem has requested input from Central System Delivery Bodies (CSDBs) to provide a perspective on the gas market transition from a Code Administrator to Code Manager structure. As such, we are assessing the budgetary impact of Xoserve providing representation on the Cross Code working group and GNC working group.

We are also considering how the deployment of a Code Manager model might impact the current governance and operating model to ensure alignment with the other market models. This might include DSC governance, Performance Assurance and subcontracting arrangements.

Artificial Intelligence (AI)

We are currently exploring how ‘Facilitative AI’ – technologies that have the potential to make processes or tasks more efficient – could be utilised to allow our greatest resource (our people) to add even more value. It is vital that our approach to AI is developed in a structured and responsible way and is based on potential outcomes. To ensure this is the case, we are progressing a CDSP AI strategy which will underpin how this work is carried forward.

We will also be exploring technological options by undertaking ‘Proof of Concept’ exercises that will identify options to introduce AI securely and safely via BP26. This will include exploration of the potential benefits of a CDSP Large Language Model and the introduction of AI technologies that have the capacity to enhance CDSP effectiveness and productivity.



“ We are constantly seeking ways that we can enhance the delivery of CDSP Services. The age of AI is here, and to ensure we can identify the undoubted opportunities this technology presents, we are developing an AI strategy and proactively exploring how the use of AI technologies could propel efficient and effective CDSP services.

Naomi Anderson, Head of Industry Projects



UK Link Sustain

“ The requirement to ‘keep the lights on’ in the existing SAP platform will remain until Project Trident delivers the modernisation that UK Link requires. As with previous years, we will ensure that what is done in this space represents VfM.

Andy Morrey, Head of Architecture



				Roadmap			
Themes	BP 2025/26	BP 2026/27	BP 2027	2025	2026	2027	2028
Essential Maintenance	Yes	Yes	Yes	SAP Applications Yearly Maintenance		SAP Applications Yearly Maintenance	SAP Applications Upgrade/Sustain App/OS/DB
	Yes	Yes	Yes	AMT Sustain		AMT Sustain	AMT Maintain (Application, OS , DB)
	-	Yes	Yes				
	Yes	-	-	Batch			
Sustain/Transform	Yes	Yes	Yes	EFT Upgrade/Data Centre Move		EFT Upgrade/Replace	
	Yes	Yes	-	Compatibility Upgrade			
	-	Yes	Yes			MoveIT/API Gateways	
	Yes	-	-	DCC Gateway (HSM) Replatforming			
	-	Yes	Yes	UK Link Security Maintenance		UK Link Security Maintenance	UK Link Security Maintenance
Service Essentials	-	Yes	Yes			Enterprise Hub	
	-	Yes	Yes			Service Network Maintenance	
	Yes	Yes	-			PIX Decommissioning	
Enabling changes							
Transformation changes	TBC	TBC	TBC				
Key dependencies and risks	Product Vendor Releases and Support Models, Industry Activity, Trident timelines (Xoserve Strategy & Programme timelines influences the sustain landscape and activities)						

“ As ever, we need to ensure that central systems and processes remain compliant with industry codes and deliver the essential services our Customers rely upon. We will do so via BP26 by including the necessary budgets to manage incremental change as it progresses through the change pipeline.



Following the successful implementation of the new Gemini platform in March 2025, we will continue to develop the system in line with regulatory change and sustaining activity, so that Gemini remains effective and compliant with industry code.

Emma Smith, Head of UNC Services

General Change

In any given financial year, we are required to deliver changes to central systems and processes following industry code modification. Once the code modification process has reached sufficient maturity, phases including requirement gathering, solution optioneering and release scoping are explored and sanctioned by the DSC Change Management Committee (ChMC). The General Change budget will be required to fund the design and delivery of three major releases (in February, June and November 2026), as well as ad hoc projects and individual changes, and to provide funding for the development of new reporting requirements.

Gemini Regulatory and Sustain

Over the last few years, Gemini has been through modernisation under the banner of Gemini Sustain, which has moved the service to a cloud-based platform as a service (PaaS) infrastructure as well as enhancing features and functions for the services it facilitates. This technical modernisation has driven down associated operational costs, and increased user functionality across the whole user base.

This investment will enable the platform to be sustained across the period and developed in line with industry code changes that impact it.



Value for Money (VfM) review

“Delivering Value for Money for our Customers is always at the forefront of our mind. We use the 5E Framework to measure and articulate what is a multi-faceted and flexible concept, and have periodically invited an independent third party to help ensure the costs we put forward in our Business Plan benchmark favourably with other, similar organisations and services.

James Madge, Head of Finance

The independent Efficiency (VfM) Review that was conducted in 2023 concluded most services that were in place in 2023 benchmarked positively with the other organisations that CDSP services were compared with. The reviewer also made a series of recommendations which were identified as potential ways to drive further value. These have been addressed via the Efficiency Review Implementation in Xoserve (ERIX) programme. We are inviting feedback on the appetite for undertaking a fresh review in 2026 that would allow a new benchmark to include CDSP scope items that came into effect after the original review concluded and inform the BP27 development cycle.

PROMPTING YOUR FEEDBACK

Do you support investment in BP26 to fund an independent VfM Review ahead of BP27?



In-flight Strategic Initiatives that may require BP26 investment



Performance enhancement is a top priority. We have significantly increased activity during 2025 in this regard, with:

- The onboarding of an Xoserve Customer Engagement Team focussed on driving improvement in how Customers experience CDSP services
- The initiation and development of the ‘Measures Matter’ project, which has enabled and will continue to enable end to end reviews of key service processes (such as ‘ticketing’)

- The initiation and development of the Enhanced Assurance Regime, which has identified and now seeks to drive improvements in key areas of focus including PAC confidence, software testing and assurance, audit and data oversight / quality
- DSC constituency-specific Project Trident ‘pain points’ Customer workshops, which have identified pain points that could be address outside of Project Trident

The Business Planning development process lasts for several months, typically beginning in May and ending in January. Because we operate a multi-draft process, we can develop the plan to include activity and, where required, funding as in-flight strategic initiatives are undertaken in parallel with BP26 development.

PROMPTING YOUR FEEDBACK

Are there any proposed investment areas we haven’t listed that you feel we should be focusing on during BP26 development?





Deliver



Our mission is to make energy data work by continuing to build **Trust, Innovating** to drive maximum value, and **Delivering** excellent CDSP services, both now and into a sustainable future. We will continue to do this by harnessing our inherent gas industry expertise and experience, earned through two decades of central system custodianship, and augmenting this know-how with leading expertise in key technical, professional and programme delivery areas.

As our most valuable resource, our people will develop and deliver the scope of BP26 by leveraging their understanding and knowledge of the GB Gas Market and central systems and processes, collaborating with Customers via excellent engagement, and enabling access to the critical data services that our Customers rely upon.

Dave Turpin, Director of Programmes and Service Delivery



CDSP capacity and capability

Experts with a passion for delivery

Established in 2005, we have been the digital heartbeat of Great Britain's Gas Industry for over 20 years. This longevity has enabled us to build a workforce with a unique understanding of the market, its industry codes, participants, central systems and processes. Most of all, we have cultivated a deep understanding of what our Customers require from a Central Data Services Provider, and an innate passion for consistent and robust delivery of critical central services.

Proactively making the most of Customer and market-benefiting opportunities in an ever progressing industry relies on Xoserve being able to evolve.

With significant opportunities and challenges ahead, since 2024 we have been nurturing the team so that its undoubted and unique experience is focused efficiently on Customer priorities, such as service delivery and becoming an informed buyer for the gas industry.

We know that our Customers expect services that are economic, efficient and effective, with costs (and benefits) that are shared fairly. They also expect Xoserve to chart a path that allows us to make energy data work, so that operating in the market is seamless now and sustainable in a Net Zero future.

As such, the Xoserve team has evolved over the past 12 months. We have reorganised the team, to nurture existing talent and add new expertise to create a workforce fit to make the most of the opportunities ahead.





Customer engagement

Established in Q1 of 2025, the Customer Engagement Team is focused on ensuring Customers can interact meaningfully, strategically and flexibly with Xoserve, including during the Business Planning process. The team is aware that different Customers and Customer organisations prefer to engage with this process in several ways, so to ensure the process reaches all parts of the CDSP Customer base, multiple channels for engagement will be made available, including:

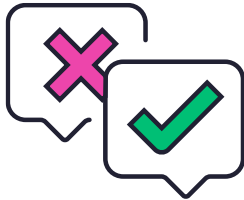
- Group and bilateral sessions
- Constituency roadshows
- DSC committees
- Digital spaces (such as a BP26 online portal) where content such as documents, videos and presentations can be accessed 24/7

The Customer Engagement Team is developing a Customer Charter for Xoserve, which will be published in addition to BP26 documentation following discussion with Customers.



PROMPTING YOUR FEEDBACK

Are there any other ways you would like us to engage with you during the development of BP26?

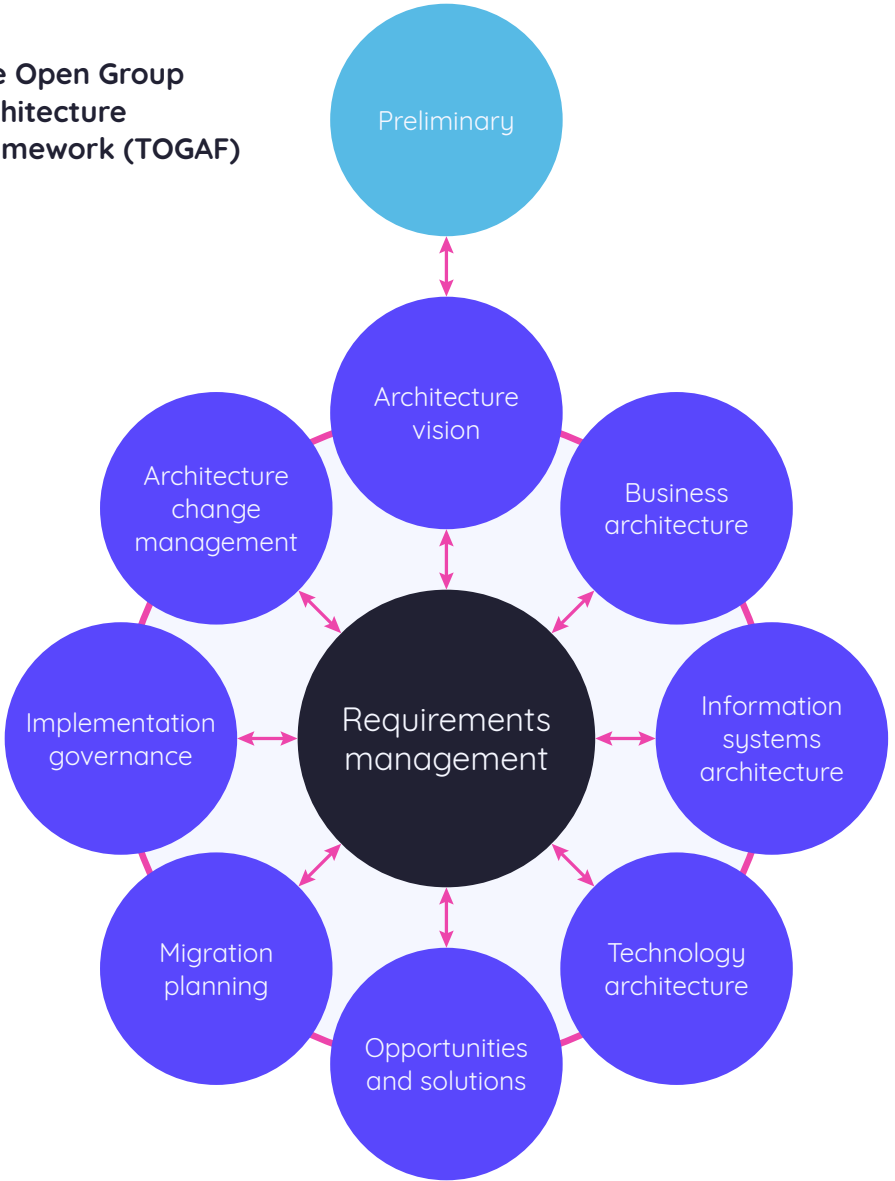


Enterprise Architecture

We have established an Enterprise Architecture function to help ensure that CDSP platforms are more efficient, responsive, secure, and Customer-focused. The team will help to deliver better outcomes without Customers needing to navigate technical complexity. The team covers the four architectural disciplines: business, application, data and technology. The function has implemented The Open Group Architectural Framework (TOGAF) with a substantial amount of work undertaken to compile a number of key documents, matrices and diagrams. This will continue to be utilised during 2025, providing an holistic view of the Xoserve business and technical landscape.

To ensure an enhanced level of assurance and governance over the Xoserve estate, we have established an Architecture Review Board (ARB). The ARB consists of a quorum of Architects, InfoSec professionals, SMEs, project managers and Stakeholders. Meeting weekly, the ARB governs changes, decisions and approvals relating to Xoserve’s architecture, ensuring alignment to Xoserve’s strategies and principles as well as providing counsel and direction.

The Open Group Architecture Framework (TOGAF)





The Enterprise Architecture function plays a significant role in Project Trident and UK Link Sustain activities: leading the solution and business design elements and working closely with our partners to ensure the right decisions are made which are supported through facts, evidence and other supporting information (e.g. other real-world examples).

Going forward, the Architecture Team will be engaging with other Architecture functions and technical teams within the industry with a focus on future roadmaps of change, industry standardisation such as data models, messaging etc. and establishing closer collaborative technical relationships.



Industry projects

We prioritise making the services we deliver on behalf of our Customers more effective. Against a reforming landscape, effectiveness increasingly means making sure that services are sustainable by being aligned with decarbonisation policy. The Industry Projects team is therefore focussed on enhancing current services or identifying potential future ones that will enable Xoserve to deliver better Customer outcomes.

The team will support BP26 by leading CDSP Service Development investment proposals and Decarbonisation activities.

There are a number of consultations and policy decisions which may impact Xoserve’s Business Plan, hence the recommendation to include a CDSP Service Development budget to protect for unknowns in the forthcoming financial year.

Upcoming consultations and policy decisions:

- Hydrogen business model
- Hydrogen for home heating
- Potential impact of a hydrogen code
- Energy code reform
- Strategic Directions Statement
- Data best practice as a code obligation



“

We recognise the need for organisations operating in the utility sector to collaborate, both to support Net Zero policy and protect consumers. As CDSP we will play our part in this process, by avoiding siloed activity, using our unique not-for-profit perspective to proactively drive collective action and, crucially, delivering innovative projects that lead to great Customer outcomes.

Naomi Anderson



Service management

With the roles being newly created in the 2024 re-organisation, Service Managers will play a significant part in the development and delivery of our Business Plan. Each with a DSC function focus (e.g. a DSC Service Area such as SPA, Settlement), or industry code focus (e.g. UNC, REC), the Service Managers’ expertise and industry experience will inform the proposals captured in BP26.

Service Managers have a deep understanding of their given subject matter, and throughout the process of Business Plan development, will provide a steer as to how services can be improved or refined, and how code change is likely to impact delivery plans. They will also provide guidance on how Business Plan data can be communicated in way that is easier for Customers to consume.

Once the Business Plan has been approved, the functional Service Managers are responsible for ensuring that the incremental changes to services, systems and processes, as funded by the Business Plan, are delivered effectively by overseeing and monitoring service provision for post-implementation issues.

Communications and engagement



“The execution of an effective and efficient CDSP communications strategy is something Customers rightly expect. In a business planning context, our priority is making sure that the related communications support a successful development process, with information being presented succinctly and in a manner that is easy to consume and interact with.

Jade Lester, Head of Communications and Engagement

We will support the development of BP26 by ensuring that the right Customers receive the most relevant information, with information that is peripheral to BP26 being shared via alternative appropriate channels.

We will also ensure that BP26 documents are easier to consume, by moving detailed metrics out of static PDF documentation and into a more dynamic, digital space. This will enable us to continue to remain compliant with the relevant Business Plan Information Rules, while improving the experience for Customers.

Project Trident pre-competitive* governance structure

Our internal project governance structure consists of three layers:

- 1. Project Trident Project Office
- 2. Project Trident Project Board
- 3. Project Trident Steering Committee

Our governance structure for Project Trident continues to mature with two additions.

Independent third party assurance:

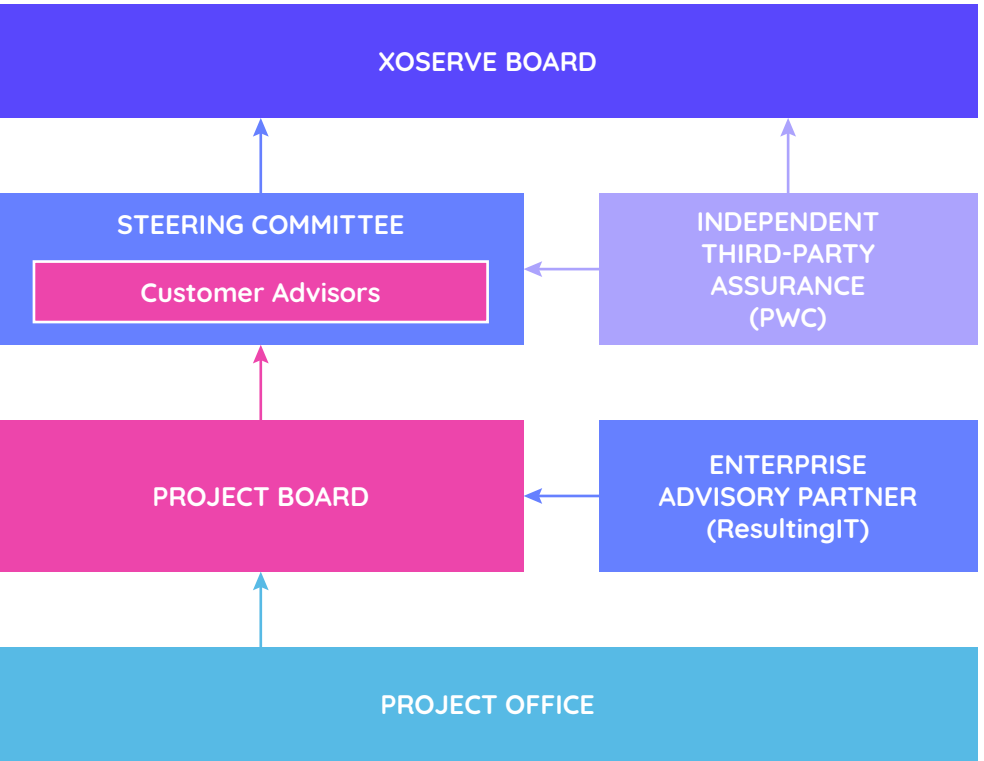
The organisation appointed will be expected to provide assurance for the project itself and also for the industry participants.

Two Customer advisors for steering group:

We have appointed two independent Customer advisors to the Steering Committee to directly represent the Customer voice.



*In Q2 2025, before onboarding Project Trident Delivery Partners





Programme management and execution

We have set in place a robust operating structure for the development of Project Trident, with the appropriate oversight being applied by our Executive Team. The project structure has been designed to be scalable and targeted at the key activities ahead, including Stakeholder Engagement, Commercial and Procurement, Solution Design and Operating Model.

“ We will continue to ensure that our team contains and retains the required structure and expertise to develop Project Trident in tandem with the business planning cycle. This is critical to being able to deliver excellent Customer outcomes and enabling the wider business to remain completely focused on delivering CDSP services without distraction.

Nick Partridge, Project Director



Trident Customer Engagement

Customer engagement is critical for the success of Project Trident. Since initiation, we’ve followed two key principles of:

- Making sure our engagements are purposeful and hooked onto key Project Trident milestones
- Making sure that all Customers can travel with the same levels of information

We want to keep maturing our engagements within Project Trident via five key areas:



The Tide

We have published several editions of the Project Trident newsletter. You can find them on [our website](#).

FAQs & Xoserve.com

We are keeping a track of all Customer queries in our dedicated [Query Log](#), which is regularly updated.

Customer Workshops

Moorhouse Consulting has been engaged to work with Customers to identify and validate key Customer pain points with UK Link, as part of Project Trident. The purposes of these workshops, which run through June and July 2025 are:

- To validate known Customer pain points around UK Link and to understand the frequency and severity of these from a user perspective.
- To identify any new or previously undocumented pain points, and/or any existing workarounds being adopted by users to navigate UK Link issues or limitations. This enables us to highlight any discrepancies between our internal understanding and your user experiences.
- To clarify what Customers can expect from Project Trident and how feedback will be used to influence future changes.

Customer Advisors

Appointed to provide an independent ‘voice of the Customer’, we have appointed two Customer Advisors:

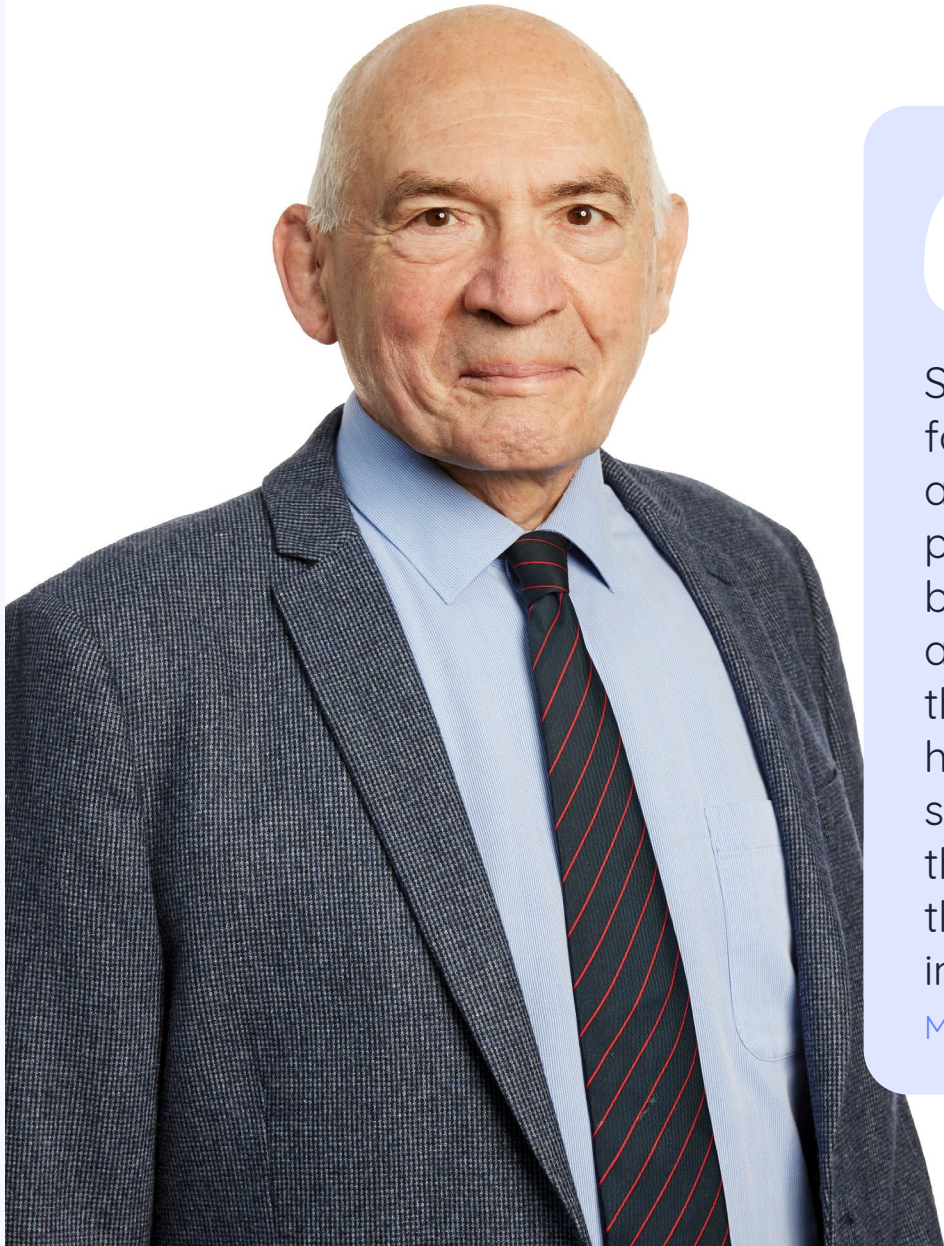
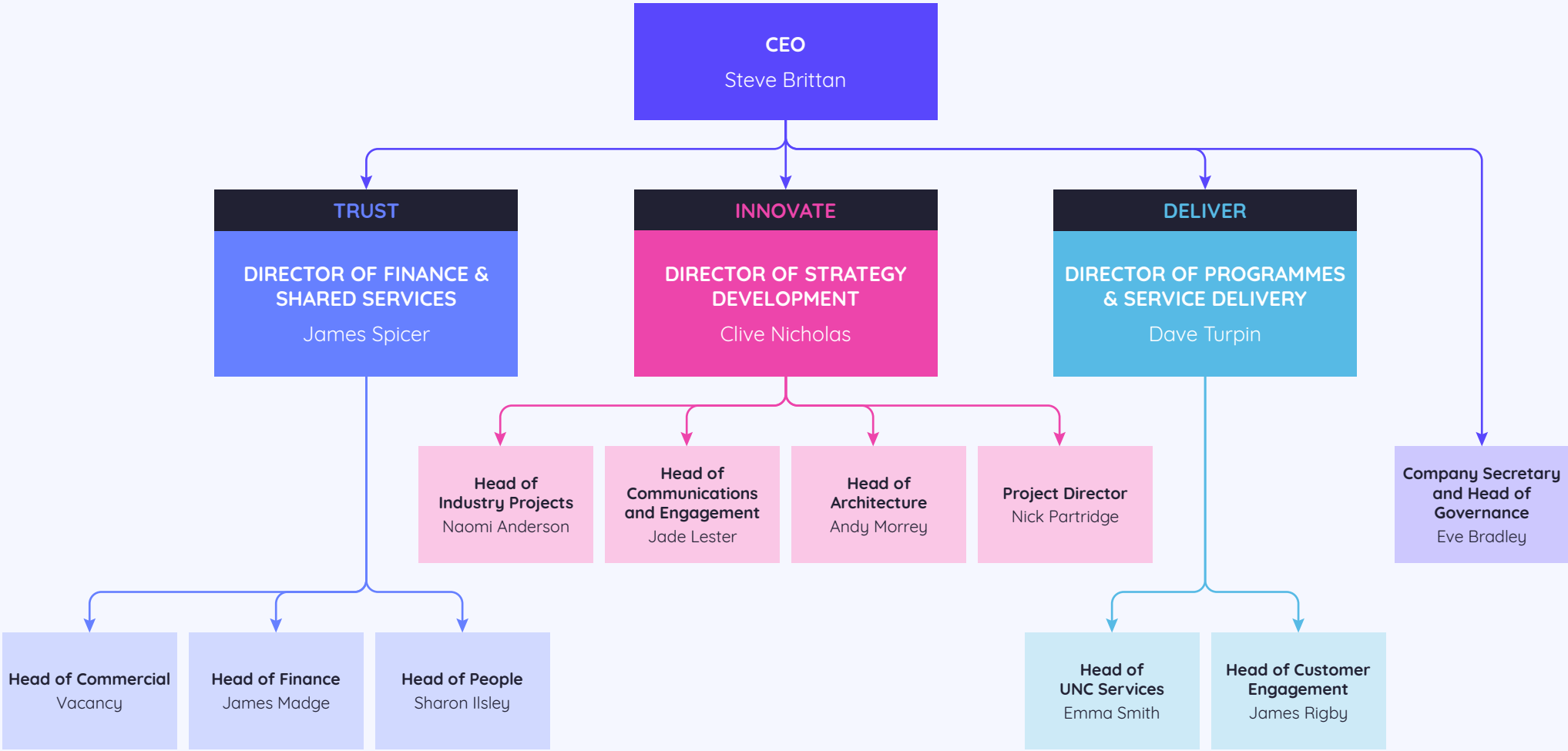
Gareth Evans has been appointed to represent Shippers. Gareth is a Director of Waters Wye Associates, covering gas and power retail. Starting his career at Elexon, he has gone on to work for Total Gas and Power and financial institution UBS before joining Water Wye Associates. In that time, he has developed a wide range of experience in both the UK and European power and gas Markets.

Representing Transporters, **Matthew Little** has been appointed. Matthew joined Northern Gas Networks (NGN) in 2007, working in the IT team as a Project Manager. He was appointed to the Senior Management Team in 2015. Matthew became Director of Innovation, Improvement and Information (3IG) in 2016. In this role, Matthew is responsible for the end-to-end operation and support of IT systems, driving the successful delivery of strategic project and programmes, and overseeing robust cyber security measures to safeguard the organisation.



The Xoserve Leadership Team (XLT)

Supporting BP26 Delivery



“

Strong capable leadership has never been more important for Xoserve as we seek to make the most of the opportunities and collectively meet the challenges that a sustainable future presents. The Leadership Team is a microcosm of the wider business, with a mix of industry and professional expertise, and has been assembled to lead the organisation to deliver the strategic objectives set out by the Board. The team has proven leadership qualities and an obvious passion for serving Customers, which gives me great confidence that the potential of our fantastic people will be maximised and the requirements of our Customers and the wider UK energy industry fully met.

Mike Hogg, Xoserve Chair



About Xoserve

Founded in 2005, Xoserve (the Company) is the Central Data Services Provider (“CDSP”) to Great Britain’s gas market.

Established by gas market regulations, the Company provides transactional billing, settlement activities and other data services on behalf of gas network operators (who are responsible for transporting gas through eight gas distribution networks) and National Gas (previously National Grid Gas Transmission). In addition, the Company provides essential central services to gas Shippers, retailers and other industry participants as well as maintaining the register for the circa 25 million gas meter points in Great Britain.

Services are delivered under an industry wide contract, the Data Services Contract (“DSC”), between the Company and all Gas Transporters and Shippers.

Funding arrangements and ownership

On 1 April 2017, following a review of its funding, governance and ownership arrangements, Xoserve was formally appointed by the gas Transporters (for whom it had previously acted as agent) as the gas industry’s CDSP, collectively funded and governed by Shippers, gas distribution networks, National Gas, and the independent gas Transporters (all of whom are “DSC Parties”).

The DSC Parties provide the majority of the Company’s funding through the charges they pay for the Company’s services. Accordingly, they are consulted on the Company’s Business Plan and budget and are represented at governance meetings. Customer constituency nominating bodies also appoint Non-executive Directors to the Board. The CDSP arrangements prohibit the distribution of profits to the Company’s shareholders, with any budget which is no longer needed being returned to DSC Parties.

Who uses our services?

Xoserve facilitates the accurate and efficient flow of information between our Customers and other market participants.

Gas Shippers - Shippers buy gas from producers and pay for it to be transported through the network.

National Gas Transmission - National Gas Transmission owns and operates the national high-pressure network connecting gas Transporters (distribution networks), Shippers and connection Customers.

Gas Transporters - Distribution networks own and operate the local network of pipes that transport the gas from National Gas’ National Transmission System (NTS) to homes and businesses.

Independent Gas Transporters (IGTs) - Build, own and operate local networks, connecting new business and consumer properties to the NTS via distribution networks.

Other parties - Our services are also critical to other industry Customers that don’t have a direct contractual relationship with us. This includes suppliers, meter asset managers (MAMs), meter asset providers (MAPs), industrial and commercial (major energy users), housing associations, meter reading agencies and automatic systems providers. Domestic consumers also use the ‘Find My Supplier’ service.



The Xoserve Leadership Team (XLT)

Naomi Anderson – Head of Industry Projects

Naomi Anderson is a seasoned senior leader with over 18 years of experience in the energy sector, with a strong focus on the domestic retail market. Her career spans a wide range of commercial and operational roles, including negotiating IT SaaS contracts, managing mergers and acquisitions, managing data projects and operational processes.

Naomi has also played a pivotal role in code governance and project management. She led the SPAA Team in supporting the market design of the Central Switching Service in preparation for REC go-live, contributed to the early development of a TPI Code of Practice, and conducted audits of Third Party Intermediaries. Her passion for performance assurance is evident in her foundational study into gas performance assurance risks and her recent representation of the supply community on the BSC Performance Assurance Board (PAB).

In her current role as Head of Industry Projects at Xoserve, Naomi is driving the expansion of gas data usage to support the sector’s digital transformation towards Net Zero. She leads the Decarbonisation Team, which is actively involved in cross-sector hydrogen and biomethane blending initiatives. Having first worked on code reform at ElectraLink a decade ago, Naomi remains a strong advocate for modernising industry governance. She believes in streamlining change processes to reduce administrative burdens and foster innovation within the sector.



Eve Bradley - Company Secretary & Head of Governance

Eve started her career with BG plc as a graduate in 1999, initially as a Business Analyst, providing forecasting and analysis services for the company. After completing her CIMA accounting qualification, Eve moved into finance when Xoserve was formed in 2005. She established and led the Risk and Audit Team and evolved it to include delivery of a wide range of assurance activities, including internal and external audit, ISO audit, risk management and resilience, also sitting on a number of governance bodies across the organisation.

Eve also held the role of Company Secretary from 2016-2018 which included the period of transition to deliver the blueprint for the future funding and governance of the company’s central data services following delivery of the Funding, Governance and Ownership (FGO) programme.

In 2020, Eve was part of the project team that developed the potential for business separation, leading to the establishment and sale of Correla and remained in Xoserve to take forward the Company Secretary and governance role.

Eve is responsible for making sure the company maintains the highest standards of corporate governance and ensuring there is ongoing effective interaction between the CEO, Senior Leadership Committee and the Board. This includes defining and implementing governance arrangements in line with Xoserve Articles, Board requirements and other contractual, regulatory and compliance requirements.





Steve Brittan - CEO

Steve is a Board-level executive with 25 years' experience of leading technology based organisations, principally in the defence and security sector, where he was responsible for the formulation and delivery of a broad range of advanced technology programmes in digital and advanced sensor applications.

He is always excited by new challenges and opportunities. In recent years he has had Board-level responsibility for the building of one the UK's first Net Zero hospitals, delivered on time and to budget, and most recently was thrilled to be appointed as CEO of Xoserve, leading the company as it formulates its strategy to support energy market developments including decarbonisation.

A technologist himself, he holds several patents in areas as diverse as power electronics and cyber security, and is always looking for how new technologies can be harnessed to deliver business and societal benefits in the broadest sense.



Sharon Ilsley - Head of People

Sharon is an experienced HR leader with a strong track record in employee relations, change management, and organisational design. She has over 20 years of experience across sectors including utilities, technology, farming and environmental services, with 14 of those years in various HR leadership roles. Sharon is known for her pragmatic, people-focused approach, driving continuous improvement and aligning HR strategy with business goals to deliver measurable impact.

Since joining Xoserve in 2018, Sharon has played a pivotal role in several initiatives, including being the People lead for Project Mercury, which included TUPE and Pension consultations, as well as designing the original Xoserve structure post-separation. With our resourcing requirements continuing to evolve, particularly in 2024 when the Project Trident Team was formed, Sharon's leadership with all resourcing activity has ensured we have the skills and capabilities across Xoserve to continue to deliver on our strategic objectives. Sharon also led the successful implementation of a new HR and payroll system in 2024 and continues to explore opportunities to enhance employee engagement levels across Xoserve.



Jade Lester - Head of Communications and Engagement

Jade Lester is an award-winning senior leader in Strategic Communications and Marketing, known for transforming brands, engaging consumers, and delivering sustainable growth with a positive social impact.

With over two decades of experience in the energy, utilities, professional, and financial services sectors, Jade has a reputation as an empowering leader, trusted advisor, and strategic business partner.

Jade joined the utilities sector in 2016 as Head of Communications and Policy at Energy & Utility Skills where she launched the first Energy & Utility Skills Strategy. Jade later moved into the gas industry, working for Cadent as Interim Head of Marketing where she was heavily involved in developing the RIIO-2 Business Plan. In 2020 Jade secured a permanent role as Head of Stakeholder Engagement, before becoming Cadent's Head of Social Impact.

Jade joined Xoserve in April 2025 and is passionate about developing strong brands, promoting diverse and inclusive cultures, driving innovation and improving performance.



James Madge FCA - Head of Finance

James is an experienced, dynamic Chartered Accountant who has successfully made the transition from practice into industry, having trained at top-10 audit firms, qualifying in 2011. Whilst in practice, James managed audits of SME businesses across diverse sectors including manufacturing, SaaS, retail and not-for-profit.

Prior to joining Xoserve in 2018, James was Divisional Reporting Manager for poultry at 2 Sisters Food Group, one of the UK's largest privately owned conglomerates and supplier of approximately one third of all poultry products consumed daily in the UK. Whilst at 2 Sisters, James drove improvements to monthly P&L and Balance Sheet reporting across 20 consolidated operational sites, improvement of internal controls to mitigate risks of fraud and error and finance ERP change and implementation.

Since starting at Xoserve, James has played a key role in a number of initiatives, including: the separation of the finance ERP from National Grid, Project Mercury sell-side negotiations and the Government's industry support schemes for domestic and industrial/commercial consumers.





Andy Morrey – Head of Architecture

Andy joined Xoserve as Head of Architecture in July 2024, bringing 26 years of technical experience gained within a multitude of industries. Since his tenure started, he has been responsible for the design and implementation of an architectural framework to support Xoserve’s role as CDSP, while simultaneously supporting the Trident project and building an Enterprise Architecture capability.

His long technical career began at Electronic Data Systems (EDS) on what later became the HMRC (Aspire) account under Capgemini. Over his 10 years, he progressed from Modern Apprentice to Microsoft Development Lead, shaping and standardising the solution components being created for both Capgemini and HMRC, adopting the latest and best practices along the way such as Microservice architecture and reusable components.

Post Capgemini, Andy undertook multiple technical and architectural roles for several well-known brands such as Muller Dairy, Greene King and Travelex. He has worked on global programmes of work in various architectural capacities for several FTSE 100 organisations such as easyJet, JLR and Compass Group. Shortly before joining Xoserve, Andy was Enterprise Data Architect at ABP, a UK CNI business managing 21 ports around the UK.



Clive Nicholas - Director of Strategy and Development

Clive is Xoserve’s Director of Strategy and Development, accountable for engaging with Stakeholders to define Xoserve’s strategic direction and ensure that this is clearly communicated, including in the annual business plan.

Clive’s association with Xoserve pre-dates its formation and was a member of its original Executive Team with responsibility for operations and change between 2004 and 2007. He rejoined Xoserve in 2017 as Interim Chief Customer Officer before assuming the role of Chief Commercial Officer in 2018 through to the creation and sale of Correlia in 2021. Clive rejoined Xoserve in 2023 to work with the management team to further develop its strategy.

In the intervening periods Clive has held senior customer management roles in National Grid and Southern Water and has undertaken multiple interim assignments across the utility sector.

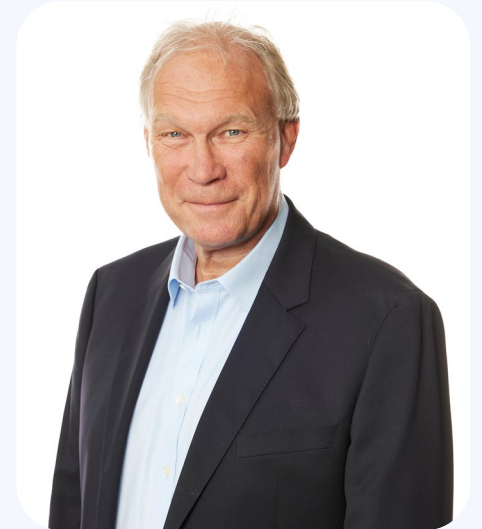


Nick Partridge – Project Director

Nick joined Xoserve in July 2024 to lead the Trident Project for the modernisation of UK Link. He brings an extensive track record of cross sector experience of transformation and programme delivery, with the last 20 years being with major Energy operators in the UK and Europe.

A key focus of Nick’s experience has been in leadership roles for the re-platforming of critical business platforms with different technologies for B2C and B2B through the full lifecycle of delivery, from inception through to run and evolve. His early project experience was gained in the Consumer-Packaged Goods sector for a leading UK Plc and was further developed through several years in senior roles with two global consultancy organisations delivering international projects, followed by multiple senior interim roles across utility businesses.

Nick’s most recent experience prior to Xoserve was in senior delivery leadership roles for transformation programmes with SSE Business Energy, E.ON and npower. In his earlier career Nick qualified as an accountant.





Emma Smith – Head of UNC Services

Emma joined the gas industry in 1993, initially working on the Siteworks Team within Transco, soon moving to join the Shipper partnership team.

Emma spent a number of years on the Credit & Risk Team before moving on to manage the Supply Point Administration operational & queries team. Next stop in her career was customer change team, as today, working with Customers to develop out changes through to working with the project teams to deliver.

In 2011, Emma joined project nexus as the SPA subject matter expert and remained working as part of the team until implementation in 2017, working with our Customers to create the Business Requirements Documentation to support the programme, and working with lawyers to re-write the business rules in the UNC.

Post Nexus implementation, Emma moved back to lead the Customer Change Team, under the new DSC governance arrangements as the DSC CDSP change representative. Still working in change space today developing and assuring change delivery, she also manages the assurances activities of the services the CDSP delivers.



James Spicer - Director of Finance and Shared Services

James joined Xoserve in June 2021 bringing a wealth of skills and experience gained globally across different companies. His experience includes commercial, regulated and not for profit organisations and extends beyond finance to encompass IT, legal, HR and programme management.

James’ first role in the gas industry was with Calor Gas, where he held several finance and project management roles and was a customer of Xoserve. He then moved to Spain to take up a role as Finance Director at Calor’s Spanish sister company, Primagas, where he led finance, IT and operational teams.

On his return to the UK, James led the acquisition of a liquefied natural gas engineering and gas distribution company, taking responsibility for financial and operational management.

In 2015, James moved to Severn Trent, where he ran several cost transformational reviews before going on to lead the integration of Severn Trent’s Dee Valley Water acquisition and the creation of a new water company, Hafern Dyfrdwy.

Before joining Xoserve, James headed up Severn Trent’s Finance Transformation Team, where he developed and led a people, process and technology transformation strategy.





James Rigby – Head of Customer Engagement

James began his career in the gas industry at a large domestic and I&C Shipper, holding various managerial and leadership roles in operational, change, settlement and industry codes departments. During this period, James had frequent interactions with Xoserve, as a customer, as an elected member of the Data Services Contract Change Management Committee, and via engagements around the development of industry code.

Joining Xoserve in 2019, James has held roles managing customer change by working with Customers in the development of DSC change and initiating a Change Assurance Framework. More recently, he became responsible for the development of the CDSP Annual Business Plan, engaging with Customers in the production of BP24 and BP25.

James now heads the newly formed Customer Engagement Team (CET), which launched in 2025. CET is accountable for all Customer engagement activities, including both those that are outsourced and those delivered directly by Xoserve.



Dave Turpin - Director of Programmes and Service Delivery

Dave joined the gas industry in 1997, working in the metering department of Transco during the latter stages of domestic competition rollout.

During the following years, Dave managed various operational process teams that now form part of the Central Data Service Provider (CDSP) services across both supply point administration and transportation invoicing, before moving into project management, with a primary focus on delivering functional changes to the original UK Link systems.

Transferring to Xoserve at its inception in 2005, Dave has had a hand in delivering nearly all aspects of the CDSP service at some point in his career.

He also played a pivotal role in the design and implementation of the Data Services Contract (DSC) introduced through the Funding, Governance and Ownership (FGO) Review of Xoserve in 2017, leading Xoserve's work with the industry to create the DSC contract management and change management procedures.

During the implementation of these FGO arrangements and the implementation of Project Nexus (to deliver the replacement UK Link system), Dave led the Stakeholder Engagement Team where he introduced and became a driving force behind embedding customer-centricity across the redesigned organisation.

Latterly working in the Strategy department of Xoserve, Dave is well known to Xoserve's Customers for his work in recent years on the annual business planning process.





Corporate governance

The Xoserve Board

The Board steers the company strategically, ensuring strong governance and accountability, authorising key financial commitments, and acts as the ultimate decision-making body for critical projects.

Mike Hogg (Chair)

- More than 50 years in the energy industry
- Global strategy to “front-line” operational management (including Chair, Director and MD roles) in marketing, sales and distribution across all energy products (carbon based and renewables) other than nuclear
- Seven years as a Shipper MD (grew gas sales, launched electricity and increased profitability) with experience as an Xoserve customer
- Eight years as an Xoserve NED and a further 1 year as Chair
- Extensive outsourcing contract management experience (IT, Distribution and Sales & Service)





Sarah Carroll (Network-nominated Director)

- 18 years’ experience in the Gas Industry
- Over five years as Xoserve NED
- More than 25 years’ experience as a governance, internal audit, compliance and risk management professional with specific experience in regulated industries, including the financial services and energy industries
- Over five years’ experience as Chair of a number of steering and governance groups in NGN, together with prior and current experience as Chairman, Secretary or Treasurer roles for various sports clubs and leagues
- Experience of Board and Sub-Committees for a range of companies and sectors
- Specialist skills in fraud prevention and investigation, including employment tribunal and criminal prosecution experience

David Handley (Network-nominated Director)

- More than 25 years’ experience in the energy industry across a range of roles in gas and electricity
- Xoserve NED from Oct 2022
- Director of Strategy and Regulation at the 2nd largest gas distribution network (SGN)
- Lead on regulatory price controls settlements and direct engagement with the regulator
- Focus on government policy development around market structures to support hydrogen and decarbonisation

Tony Nixon (Transmission-nominated Director)

- More than 35 years’ experience in the energy industry across a range of roles in gas transmission and distribution
- Xoserve NED from Jan 2024
- Regulation Director for National Gas Transmission
- Lead on energy regulatory framework development and implementation
- Focus on government policy development for methane, hydrogen and carbon dioxide transportation

Neil Shaw (IGT-nominated Director)

- Over 45 years in energy and wider utility industry, across trading, import, storage, retail, consumer and B2B billing, transmission, distribution, metering and deregulation of connections and metering
- Eight years as Xoserve NED
- Held MD, CEO, Exec Chair and Non-Exec Chair roles for over 20 years
- Price control and regulatory reporting, review and investigation experience
- Extensive M&A experience
- Raising, bank and bond debt and obtaining a credit rating
- Chartered Engineer
- Developing new markets in deregulated utility sectors, gas, electricity, potable and wastewater, fibre to the home, heat networks
- Strategy Development and implementation
- Business transformation, restructuring and merging organisations



John Clarke (Shipper-nominated Director)

- Xoserve NED from May 2024
- Over 30 years’ experience as a senior executive in multiple industries with well-known brands, and 12 years in non-executive and advisory positions
- 25 years plus building digital platforms, ERP systems, business services, real-time monitoring, advanced analytics, and AI/ML systems
- 10+ years plus as a partner/management consultant implementing large scale platforms, major technology refreshes, and conducting delivery assurance business reviews
- Currently overseeing three major ERP/Platforms programmes as a Non-Executive Chair/Director
- Managed multiple £50 - £500+ million outsourced service contracts across operations, IT, data services and customer service
- A UK Government Commercial and Digital Crown Representative working across departments and on a variety of topics, including commercial and policy

Yehuda Cohen (Shipper-nominated Director)

- Over 25 years in the energy industry
- More than 40 years’ broad and diverse legal and commercial experience
- Held legal, strategic and directorship roles with companies engaged in wholesale marketing and trading, upstream and operations (including during periods of extreme market stress and turmoil)
- Eight years as an Xoserve NED
- Experience in wholesale energy markets, derivatives, corporate, commercial, transactional (assets and business purchases, sales, mergers and deconsolidations), financial services, regulatory, and compliance

Inge Hansen (Shipper-nominated Director)

- 20+ years’ experience in regulation and stakeholder management
- Xoserve NED from June 2024
- Held executive roles accountable for various aspects of regulation (economic, consumer protection, security, data protection and licensing), broader corporate affairs and ESG
- Worked across GB and Europe
- Working knowledge of GB energy regulation and codes from executive role
- Served six years as Non-Executive Director of non-profit joint venture between UK mobile network operator to discharge specific licence obligations and on the board of two trade associations

Chris Jones (Shipper-nominated Director)

- More than 30 years’ experience as a Board Director
- Four years as Xoserve NED
- 20 years as CFO and CEO of a major water company
- Range of prior director roles in regulated utilities - water, electricity and consulting
- Non-Executive Director in financial services, media, utilities, and higher education
- Managed £100+ million outsourced service contracts across operations, IT, capital investment and customer service



Our services

We are responsible for the provision of various CDSP services, which are categorised based on the nature of the activity:

General Services

These cyclic operational activities are fundamental to the smooth running of the gas industry. The services are broken down into 18 General Service Areas, which are categorised based on the functional activities being undertaken. We refer to the costs associated with delivering General Services as ‘Service and Operate’ costs.

Area	Service Area	Service Description
1	Manage Shipper transfers	UK Link automated processing of file flows associated with end consumer registrations, switching and supply point data. Contracting with, and management of the services provided by PAFA and AUGE. Includes the provision of reports that supported PAFA’s management of c.40 performance plans across industry and data extracts to enable the AUGE to support the analysis of Unidentified Gas (UIG) causes and the development of the annual UIG weighting factors. Provision of insights into industry performance through reporting channels.
2	Monthly AQ processes	UK Link automated processing of file flows associated with Annual Quantities (AQ) and Supply Point Offtake Quantities (SOQ). All activities associated with AQ calculation processes including AQ query resolution. Also includes monitoring, notification and creation of AQ performance dashboards for meter points that have crossed the class 1 threshold.

Area	Service Area	Service Description
3	Manage updates to Customer portfolio	Running and maintaining the Contact Management System (CMS), including the interfaces to and from the UK Link system where updates are required to the supply point register. Progression of any Customer queries raised in CMS, including investigation and resolution. Change to CMS delivered via minor releases.
4	Meter read/asset processing	The automated processing of meter asset and meter read file flows in UK Link. This includes files and notifications associated to: <ul style="list-style-type: none">exchanges or updates to records for traditional meters, smart meters, automatic meter reading equipment, and datalogger equipment.updates to the metering conversion factors that are used to calculate meter volume and energy.meter readings for all classes of meter points.read replacement processes inclusive of daily read error notices.generation and notification of estimated opening and transfer readings.all activities associated with meter reading processes including meter read validation and rejection, calculating meter volume and energy from the raw meter read data, and calculating consumption adjustments.
5	Demand estimation obligations	Demand activities: <ul style="list-style-type: none">Develop end-to-end methodology to determine gas demand profiles.Manage sampling, collection and validation of daily gas consumption for several thousand meter points.Analyse consumption data against variables such as weather and events calendar, to build demand models which can be used to calculate the estimated consumption for 25m Non-Daily Metered (NDM) meter points.Industry consultation and engagement with Demand Estimation Sub Committee (DESC).Review and maintain the gas industry’s weather parameter: the composite weather variable (CWV), and its ‘seasonal normal’ version (SNCWV), to reflect the latest consumer and weather patterns. All of the above is necessary for production of demand profiles for the next gas year, to support key industry processes such as NDM nominations/ allocation and capacity forecasting.



Area	Service Area	Service Description
6	Customer relationship management	Provision of Customer relationship management team and services for all Customer constituents. Customer training and education, including induction days for new industry entrants, Customer expert days where Customers are given access to a range of subject matter experts, and change awareness sessions for Stakeholders.
7	Customer joiners/leavers	The management and support for Customers joining and exiting the gas market includes cessation notices, Supplier of Last Resort (SoLR) processes, and invoking deed of undertaking. Adding parties to the Data Services Contract (DSC) and UK Link user agreement, creation and removal of access to UK Link. Management of the Market Domain Data (MDD) and arranging user agent agreements. Information exchange (IX) installation, change and removal of equipment services.
8	Energy balancing	All activities in respect of energy balancing credit risk management, debt collection, and management of neutrality.
9	Customer reporting	Creation, maintenance, and distribution of reporting, both for external Customers and management information required internally.
10	Invoicing Customers	Issue of invoices for: <ul style="list-style-type: none">Gas transportation on behalf of National Gas Transmission and the distribution networksDSC services provided by Xoserve. Covers: UK Link automated calculation and creation of NTS and LDZ capacity, commodity, reconciliation, balancing and request to bill invoices (e.g. failure to supply gas). Also includes a share of the UK Link support and service desk costs. Validation and approval of invoices prior to issue and management of any Customer queries raised against an invoice.
11	Management of Customer issues	Management and communication of Customer issues including: <ul style="list-style-type: none">Incident ManagementDefects which become apparent through the normal course of business where the functionality implemented does not result in the expected outcome.Data security incidents (including potential data breaches)Process issues and other, non-system issue management to identify underlying causes and prevent recurrence.

Area	Service Area	Service Description
12	Customer contacts	Service desk operation. Telephony service for the domestic enquiry telephone service line.
13	Change management	Development, governance, delivery, and assurance of change outside major change programmes.
14	Gemini services	Gemini automated processing of file flows between the Gemini and UK Link system, the operation and support of the Gemini system, monitoring performance and incident management. Includes the provision of essential maintenance. Change management: the development, governance, delivery, and assurance of Gemini change.
15	Value added services	The DDP platform is a data visualisation tool, used to access reporting information. It enables Customers to: <ul style="list-style-type: none">securely query their organisation’s datacreate bespoke reports via a personalised dashboardvisualise data using a range of chart tools and comparison screens to gain insights on and evaluate responses to industry changes and trendsuse trend analysis to identify opportunities for improving data accuracy or process performanceaccess the detail sitting between high-level key performance indicators to support decision making.
16	Central switching services	This service was launched in 2021. It provides a consistent set of arrangements for suppliers of electricity and gas and consumers, and governs the operation of faster and more reliable arrangements for consumers to switch their energy supply. The Xoserve Central Switching Service Consequential (CSSC) Programme was set up in 2018 as a result of the launch of Ofgem’s Switching Programme. It delivers all direct and consequential impacts on CDSP systems and services, enabling faster switching services that interface with existing systems and processes, to allow seamless Shipper registration, settlement, and transportation invoicing.
17	Distribution Network funded services	Services which are wholly funded by Distribution Networks. Costs are associated with delivering the Flow Weighted Average Calorific Value service.
18	Decarbonisation	Planning, design, coordination and support for decarbonisation projects and cross industry engagement, and the management of a pipeline of related development work.



Change delivery

We assure the delivery of critical transformation programmes and projects on behalf of our Customers. These include multi-year infrastructure programmes aimed at maintaining or improving critical IT platforms such as UK Link and Gemini, and in-year, change projects that are incrementally scoped by Customers.

Specific services and additional services

These are optional services which are delivered directly to individual organisations on a case-by-case basis. These services include installation of / connection to the Information Exchange (IX), usage of our telephone enquiry services and delivery of Customer-specific reporting.

How charges are calculated

The General Service, Infrastructure and Change charges (both in total and by Customer constituency) are published each January in the CDSP Annual Charging Statement.

Each February, Distribution Networks, IGTs and National Gas receive a Charging Schedule which details their individual organisation's share of the overall constituency charge (split over 12 equal monthly instalments).

Shipper organisations receive a schedule which provides indicative annual charges based on a range of meter point totals. The individual organisation's shares are calculated using the following rules, which were introduced in 2017 following the Funding, Governance and Ownership industry programme:

- **Shippers** – By percentage share of meter points with the count taken at the start of each month
- **Distribution Networks and IGTs** – By percentage share of meter points with the count taken on a fixed date - 1st December each year
- **National Gas** – Direct charging

Links to further useful info

- [CDSP service documents](#)
- [Previous Business Plans](#)
- [Further info about our role and our Customers](#)
- [Business Plan Online Portal](#)





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