



Xoserve Strategic Scorecard

Reporting October 2026



X Strategic Scorecard Update / Summary

It has been a year since the introduction of the Xoserve Strategic Scorecard, and we have undertaken a review and propose some minor changes to introduce some new measures and enhance granularity of current measures (where possible)

- Five sections have been introduced that match the strategic objective Xoserve shared at the latest Stakeholder Planning Day in June 26 – these are:
 - Continuously Improve BAU
 - Strategic Relationships
 - Best Use of Data
 - Get Transformation Ready
 - Talent & Capability.
- Nothing has been removed from the previous scorecard – Enhanced Assurance has been amalgamated under Service Enhancements programme where updates will still be provided
- New areas for measures / business update are proposed for inclusion
- Where we can we will try to give a more granular measure led update – note that some areas are difficult to measure and do not lend themselves to specific targets – here we commit to giving quarterly business summary updates



Xoserve Strategic Scorecard 2026/27

Continuously Improve BAU

Outcome	Measure	Target	Progress	Commentary	Update Source
Continuously Improve BAU	Service Level performance	90% of operational DSC KPMs PIs delivered at or above service level target	88.70% (Aug 26) 89.59% (Jul 26) 88.64% (YTD)	8 KPM and 1 PI failure reported so far in Q2, - Same 3 KPM's (4, 7 & 13) failing every month - this equates to 7% impact on performance every month	Correlia via <u>CoMC</u>
Continuously Improve BAU	Customer Survey (DSC)	Achieve 90% per quarter through C-sat Customer Survey	Q2 26/27: 93.83% Q1 26/27: 95.48%	- High satisfaction levels continue across Core services delivery and around the change delivery lifecycle - Suggested areas for improvement (from Customer verbatim) includes areas currently being addressed via the in-flight CDSP Service Enhancements Programme (SEP). - Positive feedback around quality of engagement across Project Trident and CDSP SEP	<u>CoMC</u>
Continuously Improve BAU	Financial Performance	Operate within Business Plan Budget (excluding exceptional items)	On Track	Xoserve is operating within the BP Budget, recognising a surplus for Q2/H1 of £130k.	<u>CoMC</u>
	Efficiency Review Implementation	Demonstrate continued YOY real terms S&O reductions in cost per meter point (like for like) in budget	Met	1% S&O efficiency saving applied to BP26 and BP27 continues to include this 1% reduction - A £0.02p (£2.36 to £2.34) like for like S&O cost per meter point reduction	<u>BP Portal</u> <u>CoMC</u>
Continuously Improve BAU	Service Enhancements Programme	Deliver solutions to existing customer pain points (that aren't in scope of Project Trident), resolutions to PAC audit findings, and enhanced assurance to improve the delivery of change and data quality.	On Track	- PAC Audit recommendations progressing, tracked through Harvey Ball reporting to CoMC and PAC, with preparations underway for resumption of PATs - Enhanced Assurance demonstrating results, with systemised insights being progressed - Service Enhancements: Customer pain points progressing into delivery, with monthly progress reported to CoMC	CoMC PAC Audit



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Strategic Relationships

Outcome	Measure	Target	Progress	Summary	Update Source
Improve Strategic Relationships	Business Plan - Acceptance by Customers	100% of customer engagement milestones hit for BP26 process	On Track	Final SPP published 31 July, Draft 1 published 25 Sept, and two webinar held 10 July & 5 Oct	BP Portal
	Business Plan - Engagement milestones met	Achieve 90% BPIR compliance confirmed by independent assessment in development cycle for BP27.	Not available	PwC selected as the independent assessor with assurance activities due to start November 26 against Draft 2	Xos website CoMC
Improve Strategic Relationships	Decarbonisation	Demonstrate contribution to industry projects including Net Zero and Decarbonisation, including providing a platform to facilitate development in biomethane and hydrogen blending projects	On Track	- Continued delivery of decarbonisation projects for the DNs - Quarterly Green Gas Forums in September provided an update on latest decarbonisation policy developments and the projects Xoserve are supporting - Continued delivery of decarbonisation marketing and communications outputs e.g., monthly newsletter, blogs	GT's [Monthly] Other Customers [Quarterly] Decarbonisation Knowledge Centre - XOSERVE



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Best Use of Data

Outcome	Measure	Target	Progress	Summary	Update Source
Best Use of Data	Data Strategy / Digitalisation	Steer development for current and future technologies	On Track	- Following publication of Xoserve's Digitalisation Strategy, we are reviewing the feedback received and aligning internally to refine the strategy and develop the supporting Digitalisation Action Plan - Internal Data Strategy and Data Governance arrangements are being refined to support Digitalisation, DBP alignment and future data platforms.	Digitalisation Strategy Publication Business Plan
Best Use of Data	Alignment with Ofgem's DBP	Demonstrate progressive alignment with DBP	On Track	- Phase 1 of Data Best Practice work is underway and due to complete by December 2026. - Current maturity is being assessed against the 11 DBP principles across ownership, governance, permissions, metadata, access and data quality	Business Plan



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Get Transformation Ready

Outcome	Measure	Target	Progress	Summary	Update Source
Get Transformation Ready	Code Management	Support Ofgem Code Management Reform	On Track	The License Assessment for Code Manager application was submitted to Ofgem and now awaiting a 'Minded to' position to enable Xoserve and Encodar to progress through the Implementation & Assurance Phase. Ongoing programme developments underway.	CoMC
Get Transformation Ready	Run Trident Programme	Xoserve adherence to BP25 budget and BP26 budget	On Track	Project Trident Outline Business Case published in January 2026, and preferred option identified for UK Link. Full Business Case is targeted for publication in Q4 2027. Project Trident continues to operate within the BP25 & BP26 budgets and adhere to an upper estimate of no more than £110m in 2025 prices.	Business Plan Xos website
Get Transformation Ready	Transformation Office established, operating and assured	- Set up Transformation Office and Directorate - Successful completion of the procurements for the Transformation Partner and Core Services Provider. - Onboard Transformation Partner - Reorganisation of the Commercial function	On Track	<i>Transformation Office</i>: Enterprise Portfolio Office processes & governance implemented July 2026 <i>Transformation Partner</i>: Accenture onboarded as Transformation Partner in early September; work now commencing on operating model, the Technology Routemap & DSC+ re-contracting, due to complete Q1 2027. <i>Core Services Provider</i>: Request for Proposal (RFP) held back until at least H1 2027, to allow for outputs of Technology Routemap, and outcomes of Solution Definition 2 trial migration & data growth analysis. <i>Commercial Transformation</i>: review of the Commercial & Legal function completed by Efficio, a leading Supply Chain & Procurement consultancy. Based on recommendations, recruitment now progressing for new roles & capabilities, and an implementation plan is being developed for rolling out policy and process improvements.	



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Talent and Capability

Outcome	Measure	Target	Progress	Summary	Update Source
Talent and Capability	TOM Delivery	Further development of intelligent / informed customer capability people strategy	On Track	TOM as-is and target capability analysis underway with Accenture (Transformation Partner). Dedicated plan and roadmap due to be finalised for Q1 2027, taking into consideration the capability requirements for Code Manager.	

X Service Performance

Year	Quarter	Period	Qtrly Average	Year to Date
2027	Q1	Apr - Jun	88.65%	88.65%
2027	Q2	Jul - Sept	88.64%	88.64%

