

Transforming Together

Stakeholder Engagement Day
Summary Report

3 June 2026



About this document

On 3 June 2026, Xoserve welcomed Customers, industry partners and stakeholders to its annual Stakeholder Engagement Day.

The event marked an important moment in Xoserve's evolution, bringing together stakeholders to reflect on progress, discuss future priorities and contribute directly to the next phase of the organisation's transformation journey.

Building on last year's theme of Embracing Change, this year's event focused on 'Transforming Together' – recognising that meaningful transformation can only be achieved through collaboration, transparency and ongoing engagement with Customers and stakeholders.

Throughout the day, attendees heard updates on service performance, strategy, BP27 planning, digitalisation and Project Trident, while also contributing valuable insight through interactive workshops and discussion sessions.

The event also featured a panel discussion exploring the future role of gas within a whole-system energy landscape and the opportunities and challenges associated with achieving net zero ambitions.

The day formally launched engagement on Xoserve's next Business Plan (BP27), providing stakeholders with an opportunity to help shape future priorities and investment decisions. Through presentations, discussion and collaborative workshops, attendees shared valuable perspectives that will help inform Xoserve's future direction and approach.

The event demonstrated Xoserve's continued commitment to listening, learning and working collaboratively with Customers and stakeholders to deliver better outcomes for the gas industry and wider energy system. This report summarises the key takeaways from the day.

Making **energy** data **work**.



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Overview of the event

Event objectives

The Stakeholder Engagement Day was designed around three key objectives:

Align on the future

Share Xoserve's evolving strategy, future priorities and early thinking for BP27.

Demonstrate impact

Showcase progress and how we're strengthening trust and value for stakeholders.

Shape priorities together

Drive open engagement to gather insight from stakeholders and co-create Xoserve's next phase.

Attendees

Xoserve team

- **Poppy Airey**, Market Analyst
- **Steve Brittan**, Chief Executive Officer
- **Mike Clarke**, Stakeholder Manager
- **Lee Eltherington**, Business Plan Manager
- **Liam Glorney**, Customer Engagement Manager
- **Jules Hinves**, Interim Project Manager
- **Emma Johnson**, Project Trident Stakeholder Engagement Lead
- **Jaimee LeResche**, Brand & Communications Co-ordinator
- **Jade Lester**, Head of Communications & Engagement
- **Orlando Minervino**, Decarbonisation Strategy Manager
- **Clive Nicholas**, Executive Director of Strategy & Development
- **Shona O'Donovan**, Project Trident Stakeholder Engagement & Communications Manager
- **Nick Partridge**, Project Director
- **James Rigby**, Head of Customer Engagement
- **Meg Robson**, Office Co-ordinator
- **James Spicer**, Executive Director of Finance & Transformation
- **Dave Turpin**, Executive Director of Programmes & Service Delivery
- **James Verdon**, Customer Engagement Manager



Attendees

Guests

- **Ellie Adamiw**, DESNZ, Head of Gas Networks and Transition
- **Fahim Ahmed**, ESP Utilities Group, Regulations Analyst
- **Edward Allard**, Cadent Gas, Industry Codes Manager
- **Catriona Ballard**, Brook Green Supply, Gas Settlements Manager
- **Olivia Beake**, Smartestenergy Business, Senior Gas Industry Operations Manager
- **Aleksis Butler**, BUUK, Regulatory Analyst
- **Helen Chandler**, Northern Gas Networks, Regulatory Process Manager
- **Oorlagh Chapman**, Centrica, Regulatory Manager
- **Gabby Deere**, So Energy, Head of Billing & Settlements
- **Kirsty Dudley**, E.ON Energy Markets, Settlement Assurance Manager
- **James Earl**, Future Energy Networks, Chief Executive Officer
- **Kate Elleman**, Encodar, Head of Code Governance
- **Gareth Evans**, Waters Wye Associates, Company Director
- **Andrea Godden**, National Gas, Gas Commercial Contract Manager
- **Chris Gumbley**, National Gas, Head of Investment Portfolio
- **Inge Hansen**, Xoserve Board Member
- **Sally Hardman**, SGN, Regulatory Process Manager
- **Louise Hellyer**, TotalEnergies, Head of Industry Risk
- **Jenny Herbert**, DESNZ, Senior Policy Advisor - Code Governance Reform
- **James Higgins**, Talan, Director, Future Markets
- **Tristan Jochheim**, Team Lewis, Senior Campaign Executive
- **Angela Joyce**, Octopus Energy, Operations Manager
- **Elizabeth Lawlor**, RECCo, Chief Operating Officer
- **Chris Logue**, CJL Energy Services, Director
- **Emma Lyndon**, Correla, Client Change Governance Director
- **Andrea Mariano**, Smartestenergy Business, Gas Industry Flow and Settlement Executive
- **Paul McKie**, Encodar, Chief Executive Officer
- **Victoria Mustard**, NESO, Head of Customer Management & Advocacy
- **Michelle Niits**, NESO, Gas Market Change Manager
- **Tony Nixon**, National Gas Transmission, Regulation Director
- **Anita Ngov**, Policy Lead, Ofgem
- **Colin Paine**, ENGIE, Head of Regulation - Supply
- **Marina Papathoma**, Wales & West Utilities, Regulation Analyst
- **Jenny Rawlinson**, BUUK, Industry Change Manager
- **Jesse Scharf**, Green Gas Certification Scheme, Scheme Director
- **Vicki Spiers**, ESP Utilities Group Ltd, Regulations Director
- **Heather Stewart**, Ofgem, Deputy Director – Retail Systems and Processes
- **Natalie Vinters**, Team Lewis, Director



CEO's welcome and opening remarks

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Data will play a vital role in the future energy transformation and we are keen to play our part to support that in collaboration with our Customers and stakeholders.

Steve Brittan, CEO





Steve Brittan welcomed attendees and reflected on the significant pace of change taking place across the energy sector.

He acknowledged the challenges facing the industry, including increasing pressure to deliver secure, affordable and sustainable energy whilst responding to evolving Customer expectations and market requirements.

Steve highlighted the progress Xoserve has made over the past year to improve service performance, strengthen Customer engagement and advance key strategic initiatives. He emphasised that while operational excellence remains fundamental, the organisation must also continue to evolve to meet future industry needs.

Introducing the theme of ‘Transforming Together’, Steve outlined Xoserve’s commitment to working collaboratively with Customers, stakeholders and industry partners to navigate change and unlock future opportunities. He reinforced the importance of trust, transparency and engagement as Xoserve continues its transformation journey.

Steve reflected on the rapidly evolving energy landscape and the external factors shaping industry priorities. He highlighted the impact of geopolitical uncertainty, the continued drive towards net zero, and the increasing pace of market change, reinforcing the need for organisations across the sector to adapt while maintaining resilience and Customer confidence.

Steve welcomed Ofgem’s decision to progress our joint Expression of Interest into the Licensing Assessment phase. It reflects the strength of our collaborative approach between Xoserve, Encodar and Talan, and our shared focus on supporting a stable, expert and future-ready Gas Code Manager model for the industry.

Code Reform is a generational opportunity to modernise governance, streamline change, and deliver outcomes that benefit consumers and support Net Zero. We will continue to engage constructively with Ofgem and stakeholders to help achieve that outcome.

And throughout it all, one commitment stays constant, maintaining strong CDSP service delivery — the dependable core services the industry relies on — while modernising how we support change.

It is also important to recognise that progress cannot be made alone. It requires the dedication, knowledge sharing and co-operation of everyone in the industry to deliver success.



Xoserve Strategy Update



We are restating our strategy to increase our focus on the future – making sure that high standards are maintained and enhanced to meet Customers expectations.

Clive Nicholas, Executive Director
of Strategy and Development





Clive Nicholas introduced Xoserve's evolved strategy, explaining how the organisation is adapting to support a changing energy landscape while remaining focused on delivering trusted services to the gas industry.

The presentation outlined Xoserve's vision to be the gas industry's digital heartbeat, using data for consumer benefit and accelerating progress towards net zero. Clive explained how the organisation's strategic direction is built around three core principles: Trust, Innovate and Deliver. These principles provide the foundation for decision-making, investment and service delivery, ensuring Xoserve continues to meet the needs of Customers while preparing for future market change.

Stakeholders heard how Xoserve's strategic priorities are interconnected, with CDSP Services providing the overarching context for major industry initiatives including decarbonisation, Code Reform, DSC+ Replacement and Project Trident. Together, these programmes will support the transition to a more flexible, digital and data-driven energy system while maintaining the reliable delivery of core CDSP services.

The presentation also highlighted the outcomes Xoserve expects transformation to deliver, including greater operational efficiency, enhanced Customer capabilities, more flexible systems and processes, stronger alignment with regulatory priorities and broader engagement with industry and consumer stakeholders.

Our vision: Delivering the gas industry's digital heartbeat, using data for consumer benefit and accelerating Net-Zero progress

Key messages

- Xoserve's evolved strategy is centred on three principles: **Trust**, **Innovate** and **Deliver**.
- The organisation's vision is to be the gas industry's digital heartbeat, using data for consumer benefit and supporting Net Zero ambitions.
- Reliable delivery of core CDSP services remains the foundation for long-term transformation.
- At the heart of Xoserve is the delivery of its core CDSP services, alongside a strategic focus on transforming the business through key priorities such as Project Trident, DSC+ Replacement, Code Reform, and Decarbonisation.
- Transformation will deliver more efficient operations, improved Customer capabilities and greater flexibility for future market change.
- Customer and stakeholder collaboration will remain central to shaping Xoserve's future direction.



2025-26 Reflections

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We are incredibly proud of the progress we have delivered in recent years and it is especially encouraging to see this effort turn into tangible improvements for our Customers.

Dave Turpin, Executive Director
of Programmes & Service Delivery





Reflections and Listening to Customers

Dave Turpin reflected on Xoserve's progress over the past year, highlighting how Customer feedback, operational performance and service improvements have shaped the organisation's priorities and transformation journey.

The presentation reinforced Xoserve's continued focus on three strategic priorities: CDSP Delivery, Customer Experience and Leveraging Capability. These priorities provide the foundation for both maintaining excellent service today and preparing the organisation for future market and industry requirements.

Dave shared a number of operational performance highlights that demonstrated the scale of services delivered on behalf of the gas industry. Over the past year, Xoserve processed millions of shipper transfers and asset updates, managed billions of meter reads and continued to deliver critical industry services that underpin the functioning of the gas market.

A particular focus was placed on Customer outcomes and the progress made in improving Customer experience. Results from the latest Institute of Customer Service (ICS) survey showed the strongest performance achieved to date, with more than 110 Customers participating. Xoserve recorded a Customer Service Index score of 84.2, a Net Promoter Score of +51, and continued reductions in Customer Effort scores, reflecting improvements in service quality, responsiveness and stakeholder confidence.

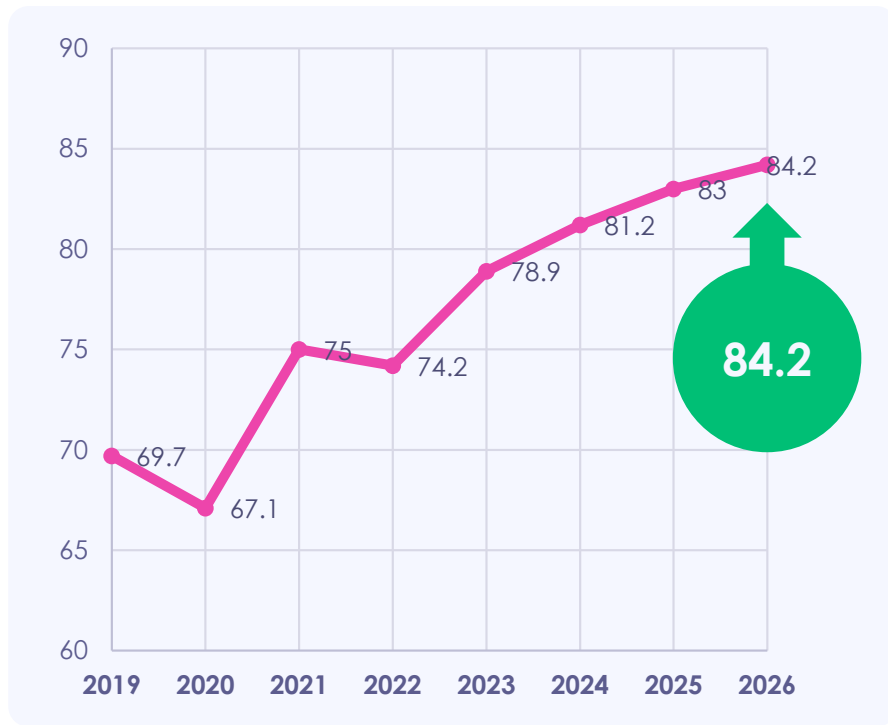
The presentation demonstrated how Customer insight continues to drive decision-making across the organisation and highlighted the importance of maintaining trusted delivery while supporting wider transformation across the industry.

Key messages

- Customer feedback remains central to Xoserve's approach and decision-making.
- Three priorities continue to guide delivery and investment: CDSP Delivery, Customer Experience and Leveraging Capability.
- Xoserve continues to deliver critical services at significant scale on behalf of the gas industry.
- Customer satisfaction and advocacy have reached their highest recorded levels.
- Improvements in Customer experience are delivering measurable benefits and strengthening stakeholder confidence.
- Strong operational performance provides the foundation for future transformation and innovation.



Customer Service Index Score





Service Enhancements



Xoserve is committed to continuously improving today's critical services through strong engagement, clear prioritisation and effective solution delivery.

James Rigby, Head of Customer Engagement





CDSP Service Enhancements

James Rigby outlined how Customer feedback and assurance activities have been translated into a structured programme of service improvements designed to strengthen the Customer experience and improve the delivery of CDSP services.

The presentation highlighted the work undertaken to identify, validate and prioritise Customer pain points through workshops, engagement activity and ongoing dialogue with industry participants. A total of 73 pain points were identified across UK Link and associated services, providing a clear evidence base for future improvements.

Stakeholders heard how these issues have been assessed and categorised to determine the most effective route to resolution, including near-term service enhancements, functional change activity, Data Discovery Platform developments and considered as part of the Evolve stage through Project Trident. James also outlined the establishment of Customer working groups to support collaboration, prioritisation and ongoing engagement throughout delivery.

The session demonstrated Xoserve's commitment to listening to Customers and ensuring that future investment decisions are shaped by stakeholder feedback, helping to deliver tangible improvements while supporting wider industry transformation.

Key messages

- Customer feedback has directly shaped the CDSP Service Enhancements Programme.
- 73 Customer Pain Points were identified and validated through a series of Pain Point workshops last summer.
- Pain points have been prioritised across near-term improvements, functional change, digital enhancements and strategic transformation initiatives.
- Customer working groups have been established to support ongoing collaboration and prioritisation.
- The programme provides a clear roadmap for improving Customer experience and service delivery.
- Stakeholder insight will continue to inform future investment and improvement decisions.



73

Customer pain points were identified and validated through a series of pain point workshops last summer.



Interactive workshops

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Evolved Strategy

Across all five groups, the strongest and most consistent message was that data must be the first priority because it underpins nearly every other service, programme and market decision. The groups wanted the particular focus to be on improving data accuracy, quality, accessibility and insight generation – while recognising the progress already made and that elements of data improvement sit beyond Xoserve’s direct control, requiring wider industry collaboration.

At the same time, stakeholders reaffirmed the importance of Xoserve’s strong track record in maintaining stable and reliable core CDSP services that transformation should continue to build on this foundation without undermining business-as-usual delivery. Support was also expressed for prioritising Project Trident, DSC+, Code Reform/Code Manager preparations, and greater system flexibility to accommodate future market and policy change.

Groups also stated that future strategy should balance short-term operational resilience with longer-term change, with clear planning for Code Manager / Code Reform, and more inclusive, targeted engagement with different Customer groups and decision-makers. This was positioned as an opportunity for Xoserve to build on its existing engagement approach and further strengthen stakeholder alignment. There was also a clear call for systems and operating models that are more agile, future-ready and able to respond to decarbonisation policy, biomethane, hydrogen and AI-related change, areas where Xoserve is already taking steps to evolve its capabilities. There was also a clear expectation that Xoserve should be more decisive, transparent and value-focused in how it prioritises change, with stakeholders recognising this as a natural next step in Xoserve’s ongoing maturity and transformation journey.



Question 1 – As we prepare for transformation, where should Xoserve focus first to deliver the greatest value for you and the wider market, and why?

Observations

- Data is widely seen as the foundation for all other improvements and market change, because it underpins nearly every other service, programme and market decision.
- Stakeholders want continued reliability of core CDSP services while transformation activity progresses.
- Customers recognise improvements already made in engagement and data quality but believe these need to continue in a more structured and sustained way.
- Transformation priorities are expected to reflect wider market and policy change, including decarbonisation, code reform, agile systems, biomethane/hydrogen readiness and AI implications.
- There is pressure for Xoserve to be more agile and decisive, particularly in preparing for code reform and changing decarbonisation requirements such as variable Calorific Value, biomethane and hydrogen.
- Some participants felt the sector risks focusing only on short-term quick wins while delaying resolution of more structural issues.





Interactive Workshop 1



Question 2 – What would ‘Transforming Together’ need to look like in practice for you to feel genuinely involved and confident in shaping change?

The combined message is that ‘Transforming Together’ needs to be visible, structured, transparent and two-way. Stakeholders want clear, regular communication, with recognition of recent improvements, with high-level summaries supported by optional deeper detail. There is also a desire for continued enhancement of why change is happening, what benefits will be delivered, when key decision points arise, and how Customers can influence outcomes. They also want engagement that reaches the right people, including wider shipper groups, smaller organisations, specialist contacts and different Customer constituencies, presenting an opportunity for Xoserve to broaden and deepen its already evolving engagement approach. Trust is growing, and participants acknowledged the progress made in strengthening relationships, highlighting that Customers want that trust sustained through consistency, openness and demonstrable follow-through.



Observations

- The Customer Engagement approach is seen as having improved significantly, with several groups recognising better communication and more trust.
- High-level updates are valued, but Customers also want the option to drill down into detail when needed.
- Stakeholders want better visibility of decision points, ownership, contacts, timelines and Customer impacts.
- Not all relevant stakeholders are being reached consistently; some felt smaller players and non-contract-manager contacts are not always included effectively.
- In-person discussion remains important, especially where nuance, collaboration and problem-solving are needed.





Project Trident update



Nick Partridge,
Project Director



Jules Hinves,
Interim Project Manager

The Project Trident team provided an update on progress with the project, which was launched in 2024 to modernise UK Link, Xoserve's core settlement and billing platform. The programme is being undertaken in response to SAP's planned withdrawal of standard support for ECC6 IS-U in 2027, while also ensuring UK Link remains capable of supporting future industry requirements through improved agility, scalability and flexibility.

An update was provided on the programme's current procurement and solution design activities. Stakeholders heard that Solution Definition Phase 2 is progressing and is focused on validating future architecture options, testing integration approaches and reducing delivery risk ahead of implementation. The work is intended to provide greater certainty around costs, timelines and future solution options while supporting a near-zero downtime migration approach.



The team also outlined the programme's two delivery phases:

- Migrate – moving the UK Link SAP ECC6 IS-U platform to SAP S/4HANA to ensure continued support and operational resilience.
- Evolve – Evolve the UK Link estate to modernise the architecture; alongside inputs like customer requirements such as UK Link Pain Points, industry change and Xoserve's Technical Roadmap..

It was emphasised that the scope of the Evolve phase will be shaped through stakeholder engagement and industry input. Xoserve plans to establish a dedicated stakeholder forum focused on future UK Link requirements, enabling participants to contribute to the development of longer-term capabilities and priorities.

The programme remains on track, with procurement, solution definition and development activities continuing through 2026 and 2027, ahead of the planned design, build, testing and implementation phases. Stakeholder engagement will continue throughout the programme lifecycle.

Key messages

- Project Trident remains a strategic priority for modernising UK Link and preparing for future industry change.
- The programme is driven by the need to replace the current SAP ECC6 IS-U platform before support ends in 2027.
- Solution Definition Phase 2 is focused on reducing delivery risk and validating future architecture options.
- Delivery will be undertaken through the Migrate and Evolve phases.
- Stakeholders will have a role in shaping future UK Link capabilities through the planned Evolve stakeholder forum.
- Engagement and collaboration will remain central to programme development and delivery.



Panel Discussion: Rethinking gas in a whole-system future

The afternoon panel discussion explored the future role of gas within an increasingly integrated and decarbonised energy system.

The discussion considered the opportunities and challenges associated with achieving Net Zero ambitions while maintaining energy security, affordability and resilience.

Topics explored included:

- The future role of gas within a whole-system energy landscape.
- The contribution of future gases, including biomethane and hydrogen.
- Infrastructure readiness and system resilience.
- The importance of innovation and investment.
- Cross-sector collaboration to support the energy transition.
- The role of policy, regulation and market development.

The discussion highlighted the complexity of the energy transition and reinforced the importance of evidence-based decision-making, innovation and collaboration across the sector.

Participants

- **Ellie Adamiw**, Head of Gas Networks and Transition, Department for Energy Security and Net Zero (DESNZ)
- **James Earl**, Chief Executive Officer, Future Energy Networks (FEN)
- **Vicki Mustard**, Head of Customer Management & Advocacy, National Energy System Operator (NESO)
- **Jesse Scharf**, Scheme Director, Green Gas Certification Scheme (GGCS)
- **Steve Brittan**, Xoserve CEO (Moderator)





Digitalisation Strategy



Digitalisation will be fundamental to delivering the energy transition. Xoserve already sits at the heart of the gas market's data ecosystem, and our strategy builds on that trusted foundation by further enhancing transparency, accessibility and interoperability in line with Ofgem's Data Best Practice.

Orlando Minervino, Decarbonisation Strategy Manager

Orlando Minervino introduced Xoserve's emerging Digitalisation Strategy, setting out how digital and data capabilities will support the evolving needs of the gas market and wider energy transition.

The presentation highlighted the wider market context, including the Clean Power 2030 and Net Zero 2050 ambitions. While the energy system continues to evolve, Orlando emphasised that gas will remain an important part of the transition through its role in power generation, industrial and domestic heating, and maintaining security of supply. The key challenge is ensuring that market arrangements, systems and data capabilities evolve alongside the growing role of low-carbon gases and future energy solutions.

Orlando outlined Xoserve's proactive approach to digitalisation, explaining how the strategy is being developed in alignment with Ofgem's Data Best Practice Guidance and the Energy Digitalisation Framework. Digitalisation was positioned as a critical enabler of decarbonisation, market reform and future industry collaboration, requiring coordinated action across regulation, data and service delivery.



The draft Digitalisation Strategy is centred around three key objectives:

- **Transparency and accessibility**
Making gas market data easier to discover, understand and access through clear, governed routes
- **Stakeholder experience**
Improving the usability, clarity and consistency of our data services
- **Interoperability and standardisation**
Supporting more consistent data structures, access mechanisms and future cross-sector coordination.

Stakeholders also heard how the strategy connects with major delivery projects including the Data Discovery Platform 2 (DDP2), Project Trident, the Cloud Information Exchange and the update to CDSP Service Enhancement Programme (CDSP SEP) which aligns to BP27's Statement of Planning Principles. Together, these initiatives will help create a more connected, accessible and future-ready data ecosystem for the gas market.

Looking ahead, Orlando explained that the next stage of work will focus on developing a detailed Digitalisation Action Plan. This will be shaped through stakeholder engagement and will define clear actions, ownership, timescales, dependencies, measures of success and expected benefits. The strategy will also support the ongoing development of Xoserve's internal data governance approach to ensure alignment with industry and regulatory expectations.

Key messages

- Digitalisation is a critical enabler of decarbonisation and future energy market transformation.
- Gas market data must become more accessible, consistent and interoperable to support whole-system energy planning.
- Xoserve's approach aligns with Ofgem's Data Best Practice Guidance and Energy Digitalisation Framework.
- The draft strategy focuses on transparency and accessibility, stakeholder experience, and interoperability and standardisation.
- DDP2, Project Trident, Cloud Information Exchange and the Service Enhancement Programme will play important roles in delivering the strategy.
- Stakeholder feedback will directly shape the Digitalisation Action Plan and future implementation priorities.



Digitalisation and data sharing

Participants stressed that the value of digitalisation lies not simply in opening data, but in ensuring it is accurate, timely, understandable, purposeful and supported by the right controls, reinforcing and validating Xoserve's current **focus on building high-quality, well-governed data foundations as part of its digital strategy.**

Question 1 - What role should Xoserve play in enabling better access to gas market data? Where should industry/third parties lead?

The combined view is that Xoserve should act as the trusted central custodian, coordinator and access point for gas market data, but only if it first strengthens the quality, consistency and governance of that data.

Stakeholders want Xoserve to lead on validation, standardisation, discoverability and insight generation, while industry and third parties help shape use cases, governance parameters, regulatory guard rails and wider interoperability.

There was also support for Xoserve becoming more of a single point of contact for data requests, including routing to other data holders where data sits elsewhere.



Interactive Workshop 2

Observations

- Data openness without good data quality was viewed as a risk. Several groups said poor-quality data should not simply be exposed more widely.
- Customers see Xoserve as a natural custodian / industry data lake / central database, but they do not yet feel access is easy enough or timely enough.
- Permissions, regulation and ownership are currently a barrier to efficient access, especially where multiple organisations are involved.
- There is concern about creating an unusable 'data lake' without clear purpose, governance and business cases for sharing.
- Participants want clearer meaning and scope for the term 'digitalisation' itself.





Question 2 - What data points would support you in your decision making and planning?

The combined answer was that there is no single universal list of data points because needs differ significantly by Customer type, highlighting the complexity of the landscape that Xoserve is already working to serve. However, confidence would improve materially if the available data were more accurate, more current, easier to understand, easier to find and easier to combine with other datasets.

Participants highlighted interest in data that supports cost savings, UIG, AQ accuracy, smart meter/Automated Meter Reading visibility, address and location validation, network planning, and aggregated insight, reinforcing the relevance and value of the data domains Xoserve is actively developing. There was also a request for Customer-specific views and customisable outputs, rather than one-size-fits-all reporting.

Observations

- Timeliness and confidence in data were often seen as more important than simply adding more fields.
- Inconsistent terminology and naming conventions make data difficult to use.
- Customers want clearer answers to questions such as “Do you hold this data?” and “How do I access it?”.
- Missing or incomplete fields remain an issue in some important datasets, including location-related fields and smart meter-related data.
- There is appetite for combining central gas data with other sources to improve validation and decision usefulness.



Business Plan 27 (BP27): Transforming Together



Our Business Plan drives meaningful results through engagement, collaboration, co-creation and communication, turning stakeholder needs into clear priorities, funded delivery and accountable outcomes.

Lee Eltherington,
Business Plan Manager





Lee Eltherington provided an update on Business Plan development and formally launched engagement on BP27, themed ‘Transforming Together’.

The presentation demonstrated how Xoserve’s business planning approach has evolved over recent years, moving from a focus on Customer engagement and value for money in BP24, through capability building and assurance in BP25, to BP26’s emphasis on becoming future-ready. BP27 builds on this foundation by creating a stronger connection between stakeholder priorities, funded delivery and accountable outcomes.

Lee explained that ‘Transforming Together’ reflects a commitment to collective ownership, collaboration and shared accountability across the industry. The Business Plan is structured around three key areas:

- Delivery – maintaining and enhancing core CDSP services;
- Transformation – supporting major industry projects including Project Trident, Code Reform, DSC+ Replacement and the future Target Operating Model;
- Business Plan Assurance – Compliant, increased assurance rigour.

The session also outlined proposed investment areas for BP27. Alongside continuing investments in Project Trident, UK Link Sustain, Gemini and Regulatory Change, General Change, CDSP Service Enhancement, CDSP Service Development and the DSC Contract Budget, stakeholders heard about new investment proposals focused on preparing for Code Management and developing a future Target Operating Model.

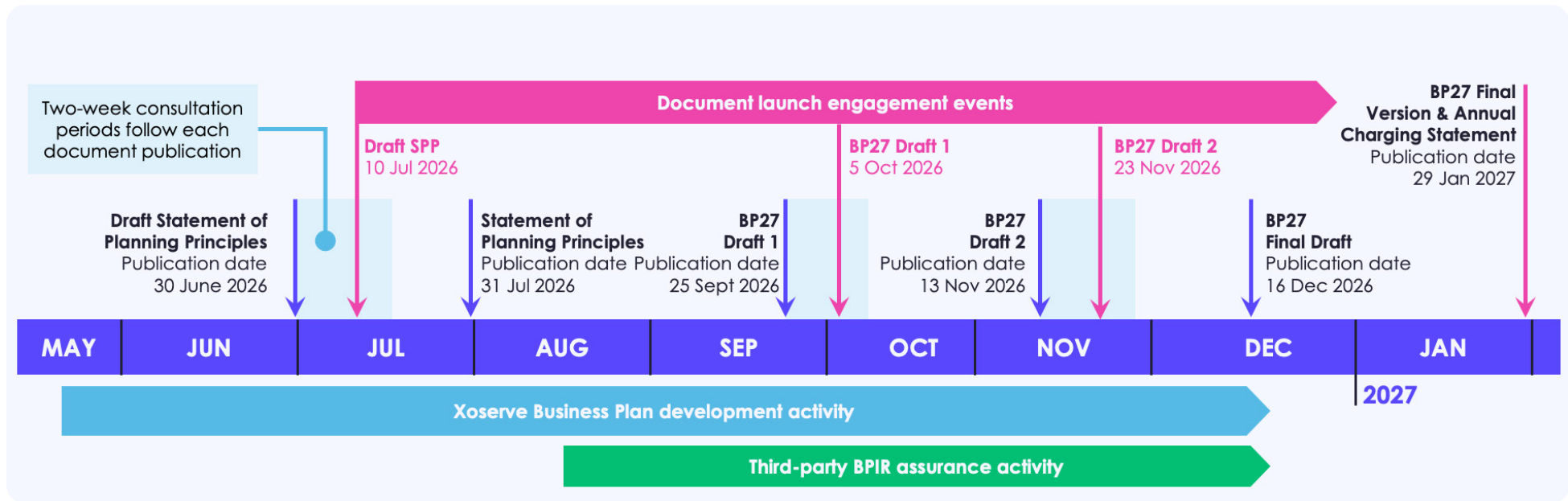
Lee concluded by outlining the BP27 consultation timetable and engagement process. Stakeholders were encouraged to participate throughout the consultation period, with draft documents, engagement events and assurance activities designed to ensure Customer feedback directly informs the final plan before publication in January 2027.

Key messages

- BP27 is built around the theme ‘Transforming Together’, reflecting shared ownership and collaboration across the industry.
- The plan balances the delivery of core CDSP services with investment in future transformation programmes.
- Continued investment is proposed across existing strategic projects, including Project Trident and UK Link Sustain.
- New investment areas include preparation for future Code Management arrangements and development of a Target Operating Model.
- Enhanced assurance and stakeholder engagement remain central to the planning process.
- Customer feedback will directly inform the development of BP27 through a structured programme of consultation and engagement.



BP27 Timeline



BP27 timetable incorporates customer feedback

- Publication of BP27 Draft 1, Draft 2 and Final Draft will be slightly earlier in the process
- The Annual Charging Statement Webinar, that takes place in February, will be replaced with a virtual update
- We will be updating our dedicated BP Portal to ensure documents are easily accessible for Customers



BP27 and Statement of Planning Principles



The strongest common themes were clarity, transparency and value for money, better presentation and usability of the BP, building on the progress already made in previous Business Plans.

Participants highlighted the importance of stronger linkage to previous years' delivery and benefits, helping to further demonstrate Xoserve's track record and outcomes, as well as greater detail on Code Manager/ Code Reform, and future-proofing investments for digitalisation, decarbonisation, biomethane and infrastructure/security needs, which aligns with Xoserve's current strategic priorities. There were also requests for better progress reporting, justification of spending, and clearer visibility of assumptions, benchmarks and benefits over time.

Participants were split into five groups to discuss three questions



Question 1 - Are there any other important outcomes that BP27 could deliver?

The combined view is that BP27 should do more than outline new activity; it should also show what has been delivered, what value has been realised, what is continuing from previous years, and how current proposals build on prior investment. Stakeholders want the plan to be more transparent, easier to use, better signposted and more explicit about value for money, building on recent improvements in clarity and accessibility. Data and digitalisation, Code Reform and efficiency opportunities were also flagged as important outcomes that BP27 should represent more clearly.

Observations

- Customers want better visibility of what is genuinely new versus ongoing, especially for multi-year investments and recurring programmes.
- There is appetite for much clearer articulation of benefits realised, not just work undertaken.
- More scrutiny is expected where investment values are larger, and stakeholders want stronger benchmarking, assumptions and budget explanations.
- Presentational clarity matters because Customers use the BP in their own internal reporting and approvals.
- Transparency and Customer engagement are already seen as improving, but participants still want more.



Question 2 - What additional investments should we be considering now to ensure BP27 remains fit for the future?

The combined message is that future investment should focus on Code Manager / Code Reform readiness, digital and data foundations, decarbonisation and biomethane capability, future system flexibility, and practical tools that help Customers understand costs, delivery and impact, areas that strongly align with Xoserve's existing strategic direction and ongoing investment priorities. Stakeholders also highlighted the need to think about variable CVs, regional demand modelling, AMR/granularity, ECC6/Trident milestones, infrastructure/security expectations, and clearer resource/funding models as the organisation grows into new obligations, highlighting the breadth and complexity of the environment Xoserve is actively preparing for.

Observations

- Code Manager is now seen as a more material and accepted part of the future landscape, but Customers need more clarity on resources, obligations, delivery model and funding implications.
- There is uncertainty about the right balance of spend between current technology sustainment and future-state investment.
- Decarbonisation and biomethane were repeatedly raised as areas requiring earlier planning and more explicit investment thinking.
- Security and compliance expectations are rising, and some Customers expect to see stronger visibility of this in future planning.
- Customers would value better visibility of how costs relate to them specifically.



Question 3 - What would give you greater confidence and assurance that BP27 will be delivered successfully?

The combined answer is that confidence will come from better visibility of delivery progress, stronger reporting discipline, timely answers to questions, clearer benefit tracking, and more transparent assumptions and governance, building on the positive steps already being taken to enhance performance visibility and stakeholder insight. Customers want to see not just ambitious plans but ongoing evidence of execution, especially for multi-year investment proposals, major reform activity and cost/value delivery.

Observations

- Customers want stronger reporting of multi-year project progress, compliance levels and closedown outcomes.
- They want timely responses to clarifications so approvals and decisions are not delayed.
- 'You said, we did' style reporting is valued because it directly links feedback to action.
- Confidence improves when business cases are transparent and benefits are measurable, especially where costs are material.
- Stakeholders want clearer understanding of how Code Reform costs and responsibilities are distributed across parties.



Q&A

The event concluded with an open question and answer session, providing attendees with the opportunity to discuss the themes explored throughout the day.

Questions focused on strategy, BP27, digitalisation, Project Trident and the wider future of the gas industry.

The discussion reinforced the value of stakeholder engagement and provided further opportunity for Customers and stakeholders to share perspectives, seek clarification and contribute to future thinking.



What changes have driven improvements in Customer satisfaction?

- The ability to speak with Customers more directly.
- Improved communications around major programmes.
- Ensuring Customers understand programmes and feel part of the journey.
- Greater transparency around business plans has helped create a clearer framework for delivery.
- Xoserve is listening to feedback and keeping Customers informed as changes are implemented.
- Organisational values are becoming increasingly visible.



What is being done within Project Trident to avoid issues experienced previously?

- Taking a more proactive and engaging approach.
- Customers are more integrated into the programme.
- Customer Advisors sit on the Project Trident Steering Committee.
- Regular reporting and stakeholder updates.
- Learning from similar programmes internationally.

Will stakeholders be involved in end-to-end testing?

- Yes, although testing plans are still being developed.
- We will collaborate closely.
- Testing is viewed as a critical success factor.





Thank You

Thank you to everyone who attended and contributed to Xoserve's Stakeholder Engagement Day 2026.

The insight, feedback and challenges shared throughout the day will play an important role in shaping future priorities, informing decision-making and helping Xoserve continue to evolve alongside its Customers and stakeholders.

By working together, Xoserve can continue to build trust, deliver value and support the wider industry through a period of significant transformation.

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