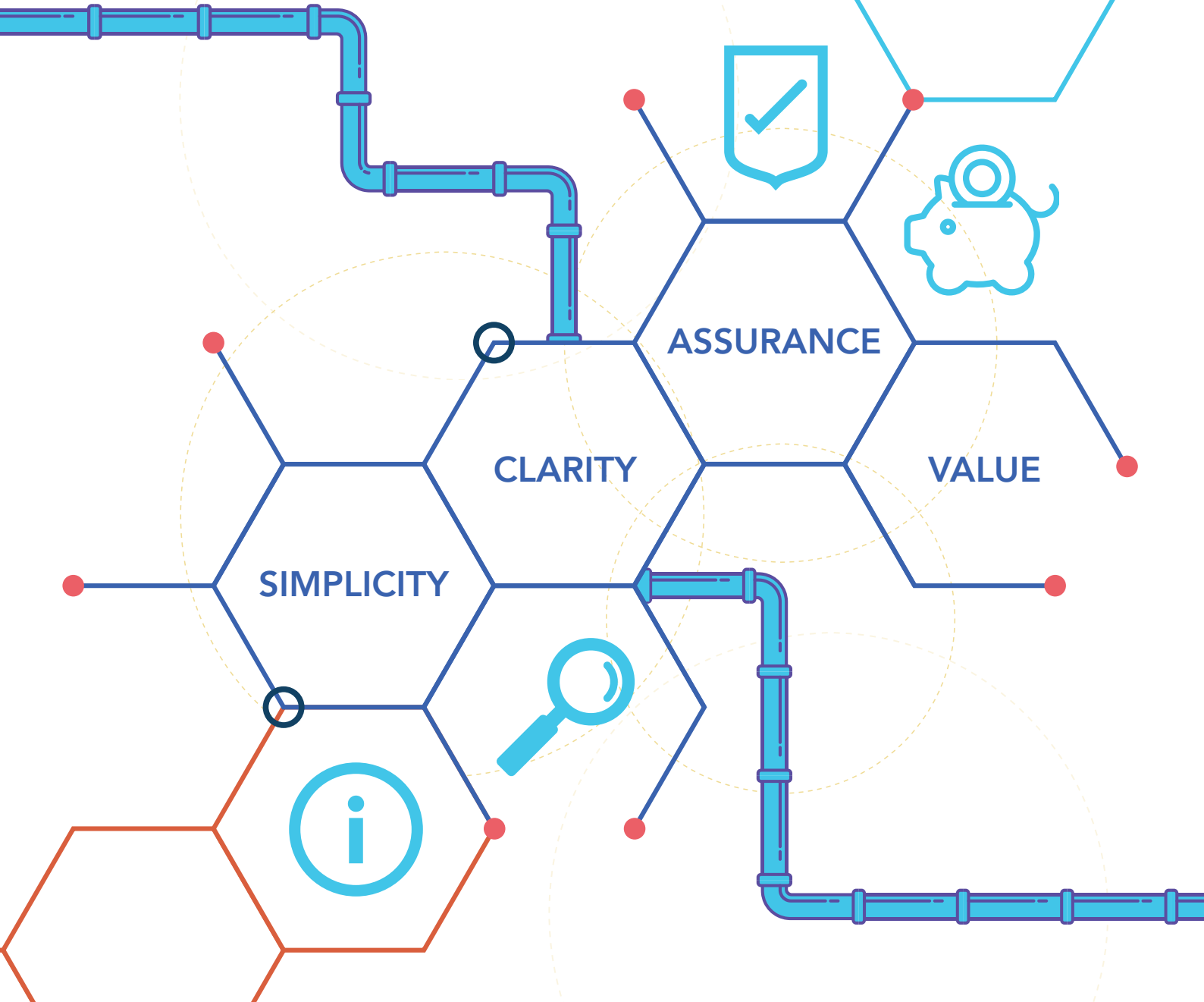


xserve



Business Plan 2023

Principles and Approach

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A message from the CEO



As we kick off the process of creating Xoserve’s Business Plan for 2023-24 (BP23), I am delighted to share with you the context and thinking behind our approach.

You will see a number of changes this year. Our business restructure in March 2021 was the catalyst for our most extensive customer engagement, both as part of the business planning process and more generally, and this resulted in a tremendous amount of actionable feedback. The objective I have set for the team is to build into BP23 as much of this as is feasible, without increasing costs.

Initiatives include:

1. Change of terminology to create greater **clarity** over what we do and more closely align to the language used by other organisations.
2. Enhanced explanations of the **value** customers receive for their money, by providing greater granularity of our services and volumetrics. We will also share the basis for constituency splits and customer splits within each constituency, to create direct traceability from the total budget to each customer’s individual share.
3. Improved **simplicity** in the engagement cycle, through an online area where customers can access the information and documents which underpin the Business Plan.
4. Greater **assurance** of Business Plan content, with earlier consultation and provision of clearer information. We have also introduced a dedicated Business Plan Manager to oversee all activity, ensuring improvements are implemented and delivering on our commitment to provide Xoserve customers with a better experience in the delivery of this year’s plan.

Additionally, I have asked the team to explore (via the DSC Contract Management Committee) the appetite of our customers to pay for an efficiency assessment of the CDSP services, through a benchmarking exercise looking at similar services being provided in a similar regulatory and commercial environment.

Creation of the Business Plan is a mammoth task of which customers see only a small proportion. The provision of a single set of mutualised services to over 85 customers creates a challenging business dynamic.

Each customer has different business needs and commercial drivers which inform what it wants from the CDSP. It would be naïve to expect that one single, homogenous set of services can meet the assorted requirements of such a diverse set of businesses. We do our best to navigate these complexities to create a plan which we believe is in the best interests of the industry we serve.

“Ultimately, Xoserve’s Business Plan is driven by customer and industry needs”

Ultimately, though, Xoserve’s Business Plan is driven by customer and industry needs. So, if you have any ideas about how we could improve or enhance the CDSP Services or the Business Plan engagement process for BP23, please get in touch. Actionable feedback will help us to help you navigate these tumultuous times to the best of our ability. We’d love to hear what you think!

Stephanie Ward | Chief Executive Officer



About Xoserve



Xoserve is the Central Data Services Provider (CDSP) for the gas industry. We provide a suite of vital services for gas Suppliers, Shippers and Transporters, ensuring that Britain’s retail gas market runs efficiently and reliably.

Xoserve is funded, governed and owned by the gas industry. Our services are provided on a mutualised, centralised basis to all gas market participants. Our UK Link system holds the details of over 24 million gas meter points in Britain, including address, meter details, supplier and read history. This data, related information-flows and invoicing and settlement solutions demand sophisticated computer networks, supported by highly knowledgeable people to support reliable and efficient delivery.

Using the UK Link System, alongside the Gemini System we also manage, we collect information provided by the industry to provide transportation invoicing services for Gas Distribution Networks and National Grid Gas, as well as energy balancing and settlement services for the gas market.

Data flows are managed through our Information Exchange (IX) which provides a dedicated secure network between Xoserve and industry participants. Once received, the information we hold can be accessed and viewed through the Data Enquiry Service (DES) which from July 2022 will be provided by Xoserve as part of the Gas Enquiry Service (GES) through the Retail Energy Code. We also provide data visualisation, dashboards and analytics to our customers through our core Data Discovery Platform (DDP Core).

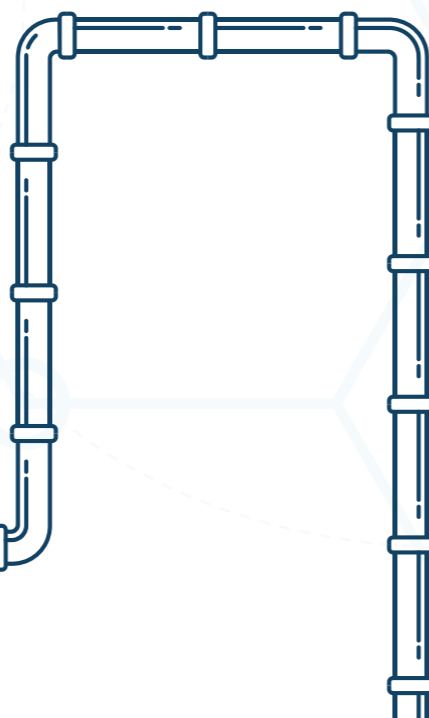
While these systems are key to the effective running of the gas market, we don’t just provide, procure and assure technical solutions. We also undertake other procurements on behalf of the industry, managing key contracts with parties such as the allocation of Unidentified Gas Expert (AUGE) and Performance Assurance Framework Administrator (PAFA). Our experience and expertise has also allowed us to provide key insights into the recent gas crisis, helping to manage the impacts of Shipper and Supplier failures through the last year.

Since 2017, following a review of Xoserve’s funding, governance and ownership model (FGO), funding has been provided directly by both gas transporters and gas shippers.

“Xoserve offers a mutualised, centralised service to all gas market participants”

FGO also saw a change in Xoserve’s governance arrangements, creating a Board consisting of eight Non-Executive Directors, nominated by our various customer consistencies, with an independent Chair. The Board’s role it is to challenge, review and oversee the activities Xoserve undertakes, including the preparation of the Business Plan.

Last year we introduced a new Board Assurance statement which sets out the activities the Board has undertaken to assure that the Business Plan is fit for purpose.



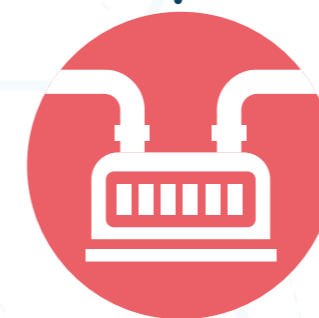
About Xoserve



Each year we process:



..... Around **3 million** customer switches



..... Over **1 billion** meter reads



..... Around **£4 billion** in invoices for gas transportation



..... More than **1 million** changes to gas meter details
(with volumes expected to grow significantly with the roll-out of smart metering)

Our vision for the Business Plan 2023 (BP23)



In terms of content and engagement, 2022’s Business Plan was one of our most comprehensive to date. We provided greater levels of detail about the investments than ever before, but in doing so, the information became convoluted and difficult to access. For BP23 we will describe things with more clarity and look to demonstrate the value of the services we provide.

You will see a number of changes in this year’s Business Plan, including:

- Revised terminology, to align more consistently with other organisations in the energy industry, most notably:
 - Costs for running the CDSP Services will be referred to as Service and Operate costs rather than Maintain the Business (MTB) costs. Please see page 10 for an explanation of the rationale for this.
 - We will start to refer to one off pieces of work as Projects. While these still reflect investment by customers to evolve the services, we believe the benefits they deliver can be better understood by considering what type of project they are. Please see page 11 for more information.
- A description of the activities which make up each Service Area within the Service and Operate costs.
- More clarity on how the costs of the Service Areas are composed.
- Information on the volumetrics relating to each Service Area to help put the costs in perspective.
- Greater association between projects and their impact on the Service and Operate costs.
- Financial information presented in tables as well as bar charts.
- Working with customers to help them understand the proportion of constituency charges their individual organisation is likely to incur.
- Improvement and expansion in the way we engage and communicate with customers, with more flexible engagement routes. See ‘Your Voice’ on page 17 for more information.
- A centralised area for our customers to access the supporting material for BP23, e.g., the underpinning Business Cases for projects.
- A personalised response for each customer who has taken time to provide feedback to us.

We intend to keep the positive things from past years too.

Our customers informed us that our annual business planning process gives them greater interaction, with more phases of engagement over a longer period, than any other central body within the energy industry. We don’t want to lose these opportunities and so plan to continue with this pattern of engagement. The initial stage begins with this document and will continue through to January 2023, when the final version of BP23 will be published, along with the charges for 2023/24. The timeline of activities can be found in ‘Your Voice’ on page 17.

As in previous Business Plan years each project will be supported by a detailed Business Case and Overview presentation. This will help customers understand the cost-benefit analysis for each.

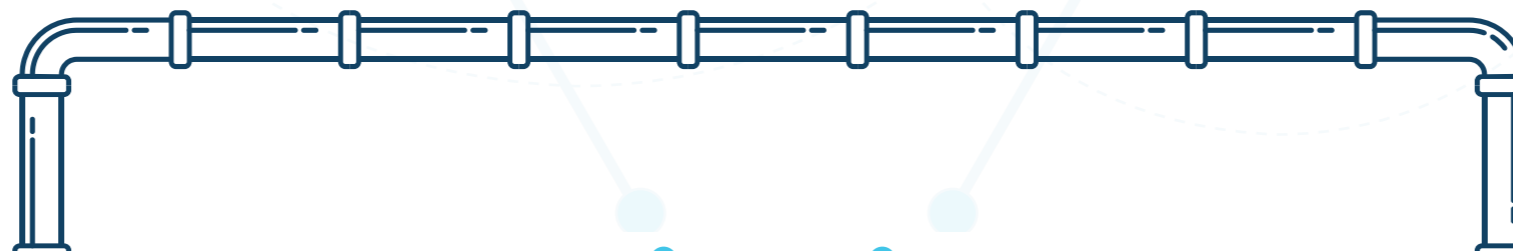
We will also continue to provide a Board Assurance Statement, sharing details of what this will cover earlier in the process.

Finally, in response to feedback received through the 2022 business planning process, we plan to explore our customers’ appetite for undertaking an efficiency assessment of the CDSP cost base, which we will do through discussion with the DSC Contract Management Committee.



Question 01:

What other changes would you like to see to the way we present information in our Business Plan?



Key Assumptions



During the development of BP23, it will be necessary to make a number of planning assumptions as it has been in previous years. These will underpin the various drafts of BP23, and we will test and update them as necessary during the consultation process.

Early planning assumptions that we have identified so far are:

- As in previous Business Plans, we propose only to include projects that we believe are essential to the ongoing delivery of CDSP Services. That said, we will continue to explore additional opportunities for investment or innovation with our customers.
- Customers will not be charged directly by Xoserve for the Gas Enquiry Service (GES) as this is transferring to the Retail Energy Code Company (RECCo).
- A new Service Area will be added to the Service and Operate costs reflecting the go live of the Central Switching Service in July 2022.
- Gemini Services, delivered on behalf of National Grid Gas, will continue to be provided by the CDSP for the duration of the plan.
- Unallocated funding for industry changes will continue to be included in the form of the DSC Change Budget. Use of this budget will be driven by the agendas of Ofgem, the Retail Energy Code (REC), Faster Switching and the Uniform Network Code (UNC) and agreed via DSC Change Management Committee.
- The unallocated funding pot in the second- and third-year forecasts for as yet unknown change project requirements will continue, as previously requested by customers.
- We will provide customers with an indicative view of charging implications at an early stage in the planning cycle (September).
- Inflation increases will continue to be based on the Consumer Price Index with Housing (CPI-H) for the 12-months to the December preceding the Business Plan start date. This is published by the [Office of National Statistics](#).
- Pending the outcome of the appeal to BP22, the budget numbers we include will be reflective of the current BP22 budget, since these numbers reflect the cost to Xoserve of delivering the CDSP Services.
- No up-front funding is required for the replacement Contact Management System (CMS) as it will be purchased by Xoserve on an as-a-Service basis, following the direction from DSC Contract Management Committee in December 2021. The costs associated with this will be included in the Service and Operate costs from 2023-24.



Question 02:

Do you agree with our planning assumptions? Should we be adopting different assumptions when we prepare the Draft Plan?

The Gas Market



The Gas Market



The last few years have been exceptionally challenging. Our sector already faced a significant challenge to decarbonise the energy system, with the Net Zero 2050 targets driving a need for complex and multifaceted decisions to be made. Britain's exit from the European (EU) Single Market created additional challenges and considerations.

In early 2020, as the global market reacted to the pandemic, challenging trading conditions increased for gas shippers and suppliers, due to the economic impacts on oil and gas prices. We saw a rapid consolidation of the market as participants failed. Remaining participants were obligated to share the additional costs and risk that arose from these activities.

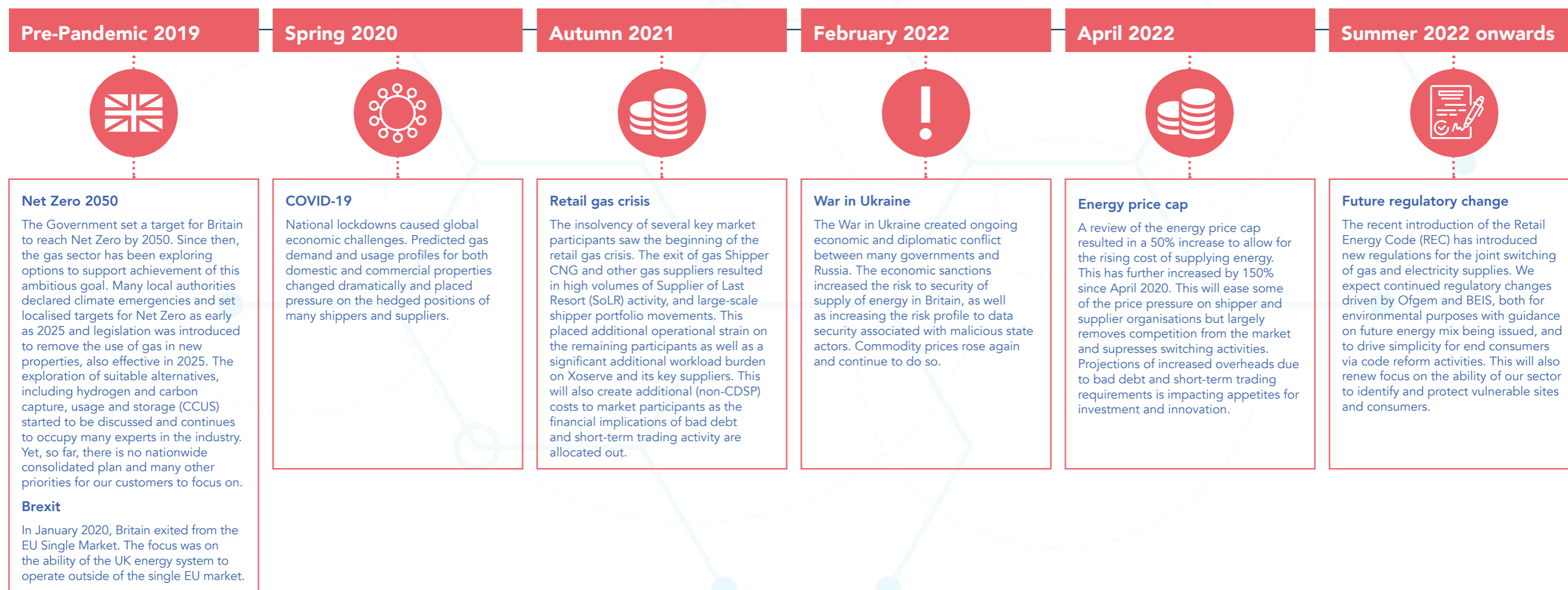
Beyond this, the war in Ukraine and global political instability has seen UK inflation soar to record levels, creating a cost-of-living crisis.



Question 03:

Are there impacts of the current economic climate on your business that you feel we may not be aware of? If so, what are they?

Timeline of factors causing immediate volatility:



Service and Operate Costs *(previously MTB)*



As mentioned in 'Our Vision' on page 6, we intend to revise the terminology used within the Business Plan to create greater clarity over what we do and more closely align to the language used by other organisations. From BP23, we will refer to the costs of running the CDSP Services as Service and Operate costs, instead of Maintain the Business (MTB).

The Service and Operate budget represents the cost of delivering our CDSP obligations, under the Data Services Contract (DSC). The DSC is an agreement which has been in place since 2017 between Xoserve and our customers (Britain's Gas Transporters, Independent Gas Transporters (IGTs) and Shippers) which, among other things, sets out the services that we deliver as the CDSP.

The CDSP Services funded by the Service and Operate budget fall into three categories:

- General Services**

Split into 13 primary Service Areas, the General Services represent our day-to-day CDSP activities under the DSC Contract. There are two further Service Areas, bringing the total to 15, which cover Gemini activities and Value Added Services (e.g. the Data Discovery Platform (DDP)). In BP22, these 15 Service Areas accounted for approximately 92% of the Service and Operate budget (previously called MTB) for 2022-23.

In BP23 we will include a new 16th Service Area to cover costs relating to the Central Switching Service.

- Specific Services**

These are optional services which aren't covered as part of General Services. They include services such as Information Exchange (IX) annual maintenance, Must Reads, and Reporting. In BP22, these accounted for approximately 7% of the Service and Operate budget (MTB) for 2022-23 and are invoiced based on use.

- Additional and Third-Party Services**

These are services provided to non-DSC customers, such as Meter Asset Managers (MAMs) and Housing Associations. In BP22 these account for the final 1% of the Service and Operate budget (MTB) for 2022-23 and are invoiced directly to the relevant organisations based on use.

The following documents, which are published on the [Joint Office website](#), provide additional information on the CDSP Service Areas:

- **Budget and Charging Methodology** – which includes the constituents percentage funding allocations for each General Services Service Area along with explaining how individual organisation charges are derived (via meter point market share) from the constituent total.
- **CDSP Service Line Description Table** – which lists the lower level activities which make up each Service Area.
- **CDSP DSC Annual Charging statements** – which details the customer constituency charges to be paid for the General Services Service Areas along with the prices of each Specific Service offering

We will work with customers throughout the business planning cycle to help you understand the charging allocations, including an estimate of the proportion of constituency charges your individual organisation is likely to incur. In addition, we intend to show more clearly the relationship between projects and any associated changes to the DSC Service Areas costs and subsequent funding allocations



Question 04:

Are there any services that you believe should be funded on a "per use" basis as a Specific Service, rather than through constituency and market share funding?

Projects *(previously known as Investments)*



In BP23, we plan to change how we describe projects (both the continuation of previously agreed multi-year initiatives and new projects) with more focus on helping customers to understand the underpinning business case and the expected outcomes/ benefits. We will present our project proposals under new, clearer categories enabling customers to understand the impacts of each on current and future CDSP Services.

The proposed new categories are:

- **Operate/Maintain Projects**

This category covers two slightly different types of work:

- **Business as Usual (BAU) projects:** this work is needed to keep the CDSP Services running and covers the ongoing maintenance activities for UK Link, Gemini and other supporting systems. Sometimes, organisations include such activities within their operational costs but, for the sake of transparency, we will continue to show these as separate projects.
- **Continuous improvement:** this work is designed to deliver incremental improvements to the CDSP Services, with stated benefits (whether quantitative or qualitative) passed onto customers.

- **Major Change Projects**

The purpose of these projects is to create something new or to bring about a significant change, which delivers clearly defined benefits. This type of work has a defined scope of work, and a start and end date for project funding through the Business Plan. Following our restructure in March 2021, where project scope is known, costs can be fixed, thus insulating customers from project overspend.

- **Drawdown Funded Projects**

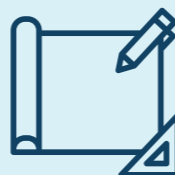
To enable Xoserve to respond to unexpected market requirements, we will continue to set aside an agreed, but unallocated, budget which can be drawn down for any additional service requirements which surface during the year. Any spend from these budgets is agreed via DSC Change Management Committee and unspent budget is either returned to customers or, by agreement, retained by Xoserve to be used for future projects.

We believe that re-categorising the Projects in this way will help to provide a clearer view of the value they deliver as it will be more obvious which investments are necessary for the daily running of CDSP Services, which support customers own organisation's objectives, and which may be deemed as desirable rather than essential.

The current Business Plan (BP22) Investments, when allocated to these new categories, would look like:

Category	Sub-category	Project (previous BP22 Focus area)
Operate/ Maintain Projects	Business as Usual	UK Link Service Essentials - (UK Link Roadmap) Core Platform Migration - (UK Link Roadmap) Gemini Sustain - (Gemini Roadmap)
	Continuous Improvement	Capacity for Change - (UK Link Roadmap) Digital - (Exceptional Customer Experience) Timely and Open Data - (Opening up our Data) Gemini Regulatory Change - (Gemini Roadmap) Nonstandard items for Data Reporting - (General Change)
Major Change Projects		Central Switching Service - (REC Change) Governance of Data - (Opening up our Data) Information Cyber Security Strategy - (Protecting against Cyber Crime) Data Privacy Law Compliance - (Protecting against Cyber Crime)
Drawdown Funded Projects		DSC Change Budget - (General Change) REC Change Budget - (REC Change) Decarbonisation - (Decarbonisation)

Approach to Projects in BP23



We recognise the financial challenges our customers are currently facing. We therefore don't intend to proactively propose any new projects for 2023-24, outside of those already included within BP22. However, we will be engaging with customers in July and August 2022 to explore whether there are opportunities that would bring benefit to the gas industry during these difficult times, and how we can potentially deliver these in alternative or innovative ways.

In BP23, for each project that we propose, we will produce and publish a Business Case, along with a view of any alternative options (where available), and associated costs and benefits. We will demonstrate how each project links into the CDSP Service Areas and the impact we expect it to have, once it has been completed.

We understand that customers want to know what benefit they're getting for their money, but such benefits can be difficult to calculate with any certainty. Where we can, we will identify benefits such as a reduction in Customer Effort* (CE), improvement in Right First Time* (RFT) or an improvement in On-Time Delivery* (OTD). In some areas, these improvements will reduce our Service and Operate costs and we will let you know when this happens. In most cases, however, the benefits will be experienced by our customers through improvements to the service.

For the Operate and Maintain Projects, we will look to provide roadmaps beyond the three-year forecast, to allow customers to make informed decisions on the future of CDSP services.

Question 05:

Is there a way we can think about classification of Projects differently that will help you with your financial planning? Does this give you enough to be able to plug into your budgeting?



To support the Business Cases, we will present details of each Project at scheduled sessions in September and October 2022. Since most of these involve changes to the services provided by third parties, we will invite representatives of those parties to lead those sessions and answer any questions customers may have. As CDSP, Xoserve will perform independent reviews of these Projects before they are presented to assure that the cases are robustly constructed and appropriately sized.

We will also strive to include more information on the potential benefits to consumers of our proposed Project spend, based on assumptions that any benefits customers get is passed on by then to consumers.

Example Benefits Calculation

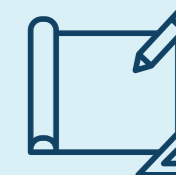
In BP22, one of the benefits from the investment in Digital Transformation, was the reduction in time spent using Xoserve's website. Our analytics of website usage, query routes and task completion suggest that customers spent an average of six minutes on tasks or navigating the website. Through this project we believe we can reduce the average time to two minutes. Less time using Xoserve's website frees up time within our customers for other activities, with a resulting cost saving to our customers. Based on the following assumptions as referred to in BP22:

- Four minutes of time saved each visit
- Forecast volumes of 228,500 website visits each year
- This equates to 914,000 minutes or 2,030 days of saved time across all customers
- Average UK energy sector salary of £68,000 (as at 2019)

the total cost saving is estimated to be £580,000 per year across the industry

* see Glossary for further explanation

BP23 Projects



For BP23, the Projects within each of the Investment Focus Areas currently shown in BP22, will be aligned under the appropriate proposed new project categories.

In order to help you understand the changes that will be made in the Business Plan itself we have provided below a brief reminder of each of those Investment Areas from BP22 and their respective alignment to the new Project categories proposed for use in BP23:

UK Link Roadmap

Operate/Maintain Projects (both BAU and Continuous improvement)

The UK Link Roadmap is a multi-year programme of work which establishes a controlled approach to delivering service, both now and in the future, and is focussed on three areas:

- Improving the reliability of service to customers.
- Ensuring UK Link can support customer needs and the future transformation of the energy sector.
- Reducing UK Link technical debt cost-effectively, based on technology that optimises performance.

The primary objective of the UK Link Roadmap is to ensure this critical data-processing platform is optimised and sustained to provide continued service for the UK gas sector.

Gemini Roadmap

Operate/Maintain Projects (both BAU and Continuous improvement)

Our Gemini Roadmap ensures we stay up to date with new obligations and changes within the Capacity and Balancing regimes. Our plan for annual releases will, as always, be built in partnership with National Grid to ensure that these obligations are met by the Gemini System.

Question 06:

In what area of CDSP Services would you like Xoserve to invest more in?



Opening Up Our Data

Operate/Maintain Projects (Continuous Improvement)

As our customers' need for data grows, so does the expectation for Xoserve to provide data in a secure, governed and timely fashion. Opening Up Our Data is part of a multi-year investment that focuses on improvements in how we manage and provide data to Data Contract Services (DSC) customers.

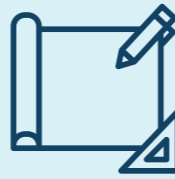
The Governance of Data project included under Opening up our Data has now been fully funded within BP22 leaving Timely and Open data the remaining project under this focus area.

Through the introduction of the core Data Discovery Platform (DDP) capability within Timely and Open data, we have been able to provide a service that helps tackle customer pain-points. For example, we provide data analysis to IGT customers to better understand data quality queries. Or live portfolio data to support industry participants with rapidly changing portfolios arising from the Supplier of Last Resort (SoLR) process.

With continued investment in Projects, we can ensure customers have further flexibility in accessing the data they need, to help drive key business decisions, through DDP visualisations, APIs, Reports or Data Extracts.

We anticipate continuing to fund DDP Core services through projects improving data access and generating actionable insight that helps customers meet industry obligations. This will support the ongoing infrastructure, software and support costs required to maintain DDP services. This is alongside six annual releases that continue to enhance the availability of data, in-line with customer needs and priorities.

BP23 Projects



Protecting Against Cybercrime

Major Change Projects

Xoserve is a pivotal hub for the UK gas industry's customers. One cyber-attack could potentially impact the entire gas industry data, services and market. This makes us a cyber-attack target.

By Opening-Up Our Data to unlock value for customers, we are increasing our risk of being targeted by malicious attacks. Cyber threats are constantly and rapidly evolving, with their sophistication sometimes outpacing technology, people and data developments we may see within an organisation. This means that the priority in our strategy is, and must continue to be, protecting customers, consumers and industry assets.

In recognition of this, we developed an Information Security and Privacy Strategy in 2020, designed to mature our data privacy operations and controls and commenced work later that year to deliver it. This will be the final year of this four-year transformation programme, delivered in line with industry frameworks and DSC commitments. This work supports our customers to fulfil their obligations as Data Controllers and our obligation as a Data Processor.

Question 07:

Do you have pending plans that we can support you with? Would you like to share ideas and collaborate with our team to test or deliver your innovative ideas?



Exceptional Customer Experience

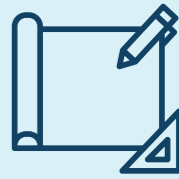
Operate/Maintain Projects (Continuous Improvement)

In BP20 we launched our Customer Experience (CX) Transformation Programme as a way to centrally manage and control all in-flight customer service improvement initiatives.

In BP22 the private investment made possible through Correla enabled Xoserve to remove the costs of a number of the investment areas within Exceptional Customer Experience (Customer Relationship Management, Customer Journey Continuous Improvements, Process Automation and Customer Service Centre). From 2022/23 onwards, these building blocks of customer experience will be funded by Correla, instead of customers, reflecting Correla's ongoing commitment to the market. These will continue to be delivered as before. Consequently, the only investment funding for Exceptional Customer Experience remaining since BP22 is for the continuation of the transformation of our website.

Our website has become increasingly popular with customers. Between 2020 and 2021, the online traffic has grown by 75%. However, our customers have told us they would like the information on the website to be expanded, made more accessible and the site to be more intuitive. Solid foundations have already been laid to truly grow the digital channel and make it industry leading. Further Project investment is required to continue website improvement, so that we can serve customer needs quicker and easier than ever before.

BP23 Projects



Decarbonisation

Drawdown Funded Projects

Decarbonisation is an increasing priority across the energy sector as highlighted by the [UK Hydrogen Strategy](#) published in 2021 and the recently updated [UK Net Zero Strategy](#). The Government's [10-point plan](#), released in 2020, includes driving the growth of low-carbon hydrogen. Understanding how Xoserve can enable industry processes and systems to support this initiative is crucial to supporting the government's plan, particularly relating to the decarbonisation of heat. We will continue to drive support for decarbonisation trials and pilots. We will actively engage with the industry to build decarbonisation journeys for customers and end consumers and provide data to support industry decisions. We see this work as essential to the future development of the gas industry.

Question 08:

How can Xoserve help you when thinking about Net Zero 2050 targets and decarbonisation?



General Change

Drawdown Funded Projects

The General Change budget is an annual investment to deliver changes approved for design and implementation by the industry-elected DSC Change Management Committee (ChMC).

As with BP22, the General Change budget will be developed in collaboration with each constituency group during the business planning process. The final budget is an estimation of the funds required to deliver known regulatory changes (e.g. UNC). It will also factor in each group's appetite for 'value-added' change and the development and delivery of changes that stem from the REC. Following the completion of the CSS Programme in 2022, the REC Change budget previously in the REC Change Investment Area will now be shown in General Change.

Following consultation with each constituency group, ChMC will be asked to make a recommendation on the final General Change budget in August and September 2022.

Your Voice



We are building our engagement approach for BP23 by reflecting on our experience through the BP22 engagement and the feedback that we have received from our customers.

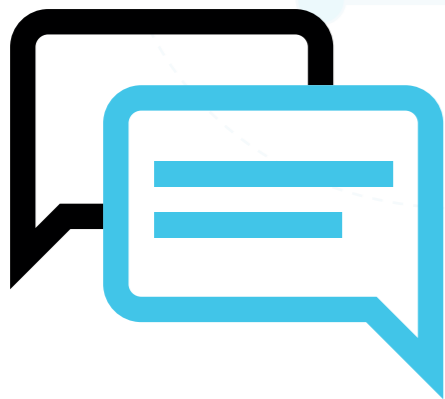
What will be different?

Going forward we want to ensure that all our customers will have an opportunity to provide feedback with easily accessible engagement touchpoints. We understand that people have a range of engagement preferences and we therefore want to provide more choice in how to communicate with us.

In BP22, we provided key updates via the DSC Contract Management Committee and at the various DSC constituency sessions. We also offered bilateral meetings to customers where specific agenda items could be tabled, with follow up sessions after the publication of each draft to explore any specific feedback.

For BP23, we will be introducing the following:

- **Customer Drop-In Sessions** – These will be pre-scheduled slots where customers can drop in on an informal basis, either in person or virtually, to ask questions or seek clarification. Further information on these sessions will be shared in the first draft of the Business Plan.
- **Information Videos** – We intend to create a series of short videos to outline key deliverables from projects and/or the outturn of the services contained, as well as how to contribute via our consultation process. Topics covered will be based on customer feedback during the engagement process.
- **Webinars** – We will host virtual events for each constituency group, with key-topic discussions that surface through the feedback process.
- **Online feedback** – We will offer the opportunity to provide feedback on BP23 via an online form, to enable customers to provide feedback quickly and efficiently.
- **Digital Discussion Forum** – We’re proposing to create a digital space where questions can be raised and answered, allowing ideas to be discussed openly at each stage of the business planning process. We welcome your feedback on whether this would be of interest to you.
- **Personalised responses** – We will provide personal responses to all stakeholders who have taken the time to contribute feedback.



Question 09:
Are there other ways you'd like to engage with us during the business planning process to ensure you have the information you need to evaluate the plan sufficiently?

Question 10:
Would you use an online discussion forum if we created one?

Your Voice

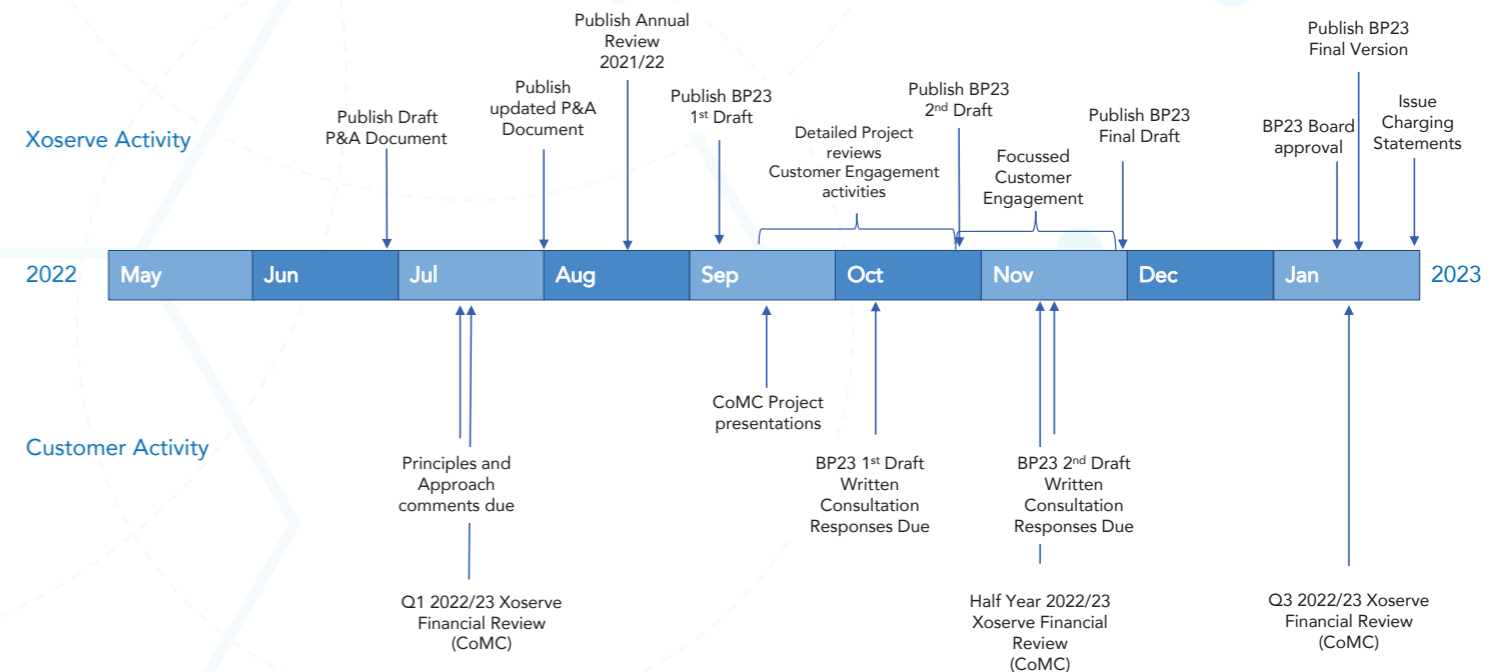


What will continue?

- **DSC Contract Management Committee (CoMC) and DSC Change Management Committee (ChMC)** – We will continue to engage with customer representatives at these industry forums, offering direct access to subject matter experts from Xoserve and its service providers who can assist with additional information on specific topics. These sessions will aim to walk our customers through the services and provide a better understanding of proposed projects.
- **Customer Constituency Meetings** – We will continue to engage with customers through constituency meetings to discuss potential projects and their benefits. Customer feedback suggests that this approach is working well as it creates the space for open discussions around consistency needs.
- **Broad engagement across our customer base** – We have seen feedback levels increase over the past 3 years and we want to build on this momentum. By the end of the BP22 engagement period, we had consulted with 72 customers across 37 organisations. We are looking to top that for BP23.
- **The customer advocate team** – will be available to help with access to the BP23 documentation, queries and facilitating one-to-one sessions.
- **Email** – customerexperience@xoserve.com
- **Website** – xoserve.com/contactus

When is this happening?

The diagram below sets out the timeline for this year's business planning cycle.



Get in Touch



This Draft Principles and Approach document is the first step in developing our Business Plan for 2023. We welcome your views on the information we have set out and on anything that you think we may have missed.

We have set out some key questions throughout this document, which are detailed again in the below table. Your feedback will help us to build and refine a Business Plan that will enable us to support you to the best of our abilities. We look forward to hearing from you.

Please send your feedback via this [dedicated form](#) or via email to customerexperience@xoserve.com by **Tuesday 12 July**.

Question	Section	Page
01: What other changes would you like to see to the way we present information in our Business Plan?	Our Vision	06
02: Do you agree with our planning assumptions? Should we be adopting different assumptions when we prepare the Draft Plan?	Key Assumptions	07
03: Are there impacts of the current economic climate on your business that you feel we may not be aware of? If so, what are they?	The Gas Market	09
04: Are there any services that you believe should be funded on a "per use" basis as a Specific Service, rather than through constituency and market share funding?	Service and Operate Costs	10
05: Is there a way we can think about the categorisation of Projects differently that will help you with your financial planning? Does this give you enough to be able to plug into your budgeting?	Projects	12
06: In what area of CDSP Services would you like Xoserve to invest more in?	Projects	13
07: Do you have pending plans that we can support you with? Would you like to share ideas and collaborate with our team to test or deliver your innovative ideas?	Projects	14
08: How can Xoserve help you when thinking about Net Zero 2050 targets and decarbonisation?	Your Voice	15
09: Are there other ways you'd like to engage with us during the business planning process to help you to assess the plan?	Your Voice	16
10: Would you use an online discussion forum if we created one?	Your Voice	16

Glossary



API	Application Programming Interface	GDN	Gas Distribution Network
AUGE	Allocation of Unidentified Gas Expert	GDPR	General Data Protection Regulation
BEIS	Department for Business, Energy and Industrial Strategy	GES	Gas Enquiry Service
BP	Business Plan	GRDA	Gas Retail Data Agent
BSI	British Standards Institution	ICS	Institute of Customer Service
CDSP	Central Data Service Provider	IX	Information Exchange
CE	Customer Effort – a measure of 'how easy is it for customers to deal with Xoserve as measured through the Institute of Customer Service survey?'	LDZ	Local Distribution Zone
ChMC	DSC Change Management Committee	MRA	Master Registration Agreement
CoMC	DSC Contract Management Committee	MTB	Maintain the business to be renamed Operate Costs from BP23
CMS	Contact Management Service	NDM	Non-Daily Metered
CPIH	Consumer Prices Index including owner occupiers' housing costs	NPS	Net Promoter Score
CR	Change Request	OTD	On-Time Delivery – a measure of 'Do we provide the outcome to the customer in-line with agreed SLAs/timescales?'
CRM	Customer Relationship Management	PAC	Performance Assurance Committee
CSS	Central Switching Service	PAFA	Performance Assurance Framework Administrator
CSSC	Central Switching Service Consequential	PIS	Post-Implementation Support
C2S	Cost to Serve – a measure of 'How much does it cost to deliver CDSP Services before and after any project implementation?'	REC	Retail Energy Code
CV	Calorific Value	RECCo	Retail Energy Code Company
CX	Customer Experience	RFT	Right First Time – a measure of 'Do we provide the expected outcome to the customer at the first time of asking?'
DDP	Data Discovery Platform	SOLR	Supplier of last resort
DES	Data Enquiry Service	SPAA	Supply Point Administration Agreement
DESC	Demand Estimation Sub-Committee	TOTEX	Total Expenditure
DSC	Data Services Contract	UKCSI	UK Customer Service Index
FWACV	Flow Weighted Average Calorific Value	UNC	Uniform Network Code



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