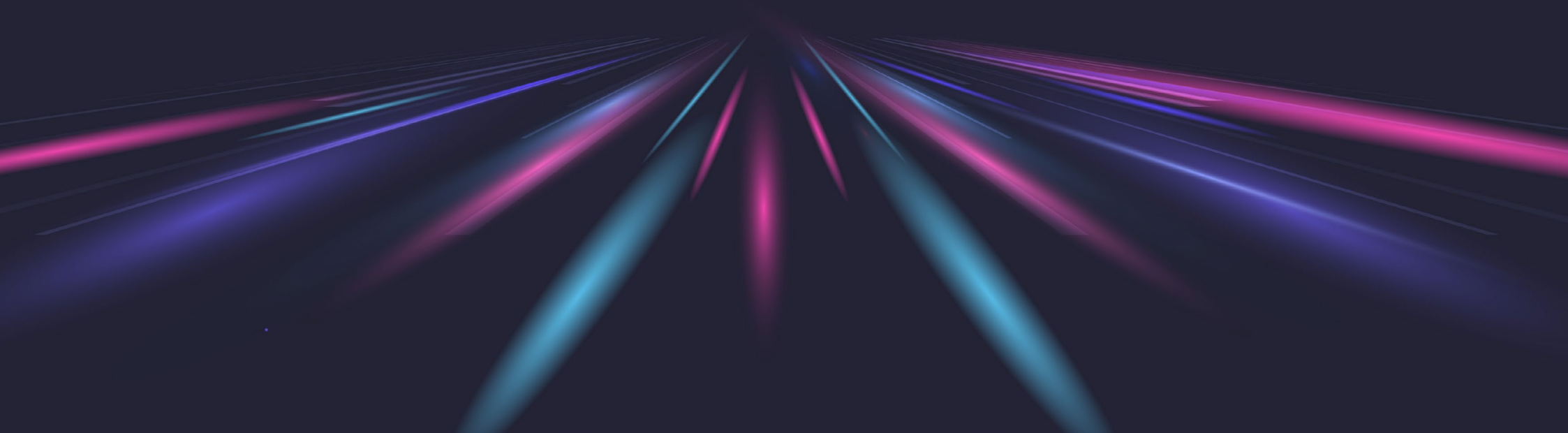




# Xoserve Customer Strategy Day

8 July 2025 | Summary report





# About this document

On 8 July 2025, Xoserve hosted a Customer Strategy Day at its Solihull headquarters, inviting a diverse group of gas industry Stakeholders, including representatives from Customer organisations.

Led by Xoserve's CEO and Executive Team, the event unveiled our newly launched Xoserve brand and offered insights into our performance and future strategies. The agenda, themed 'Embracing Change', included presentations, Q&A sessions and interactive workshops.

Attendees had the opportunity to speak with one another and Xoserve's experts, providing feedback on the presentations and helping to shape Xoserve's upcoming plans.

This report summarises the key takeaways from the day, including the results of three attendee polls and outputs from three interactive workshops.



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# Overview of the event

## Objectives

The Customer Strategy Day aimed to:

- update Stakeholders on Xoserve's progress in key areas
- share future plans, with an opportunity to shape and influence them
- facilitate in-person engagement
- provide direct access to Xoserve's experts
- launch the new Xoserve brand.

## Attendees

### Xoserve team

- **Poppy Airey**, Market Analyst
- **Naomi Anderson**, Head of Industry Projects
- **Steve Brittan**, Chief Executive Officer
- **Michael Clarke**, Stakeholder Manager
- **Lisa Edmond**, Executive Assistant
- **Liam Glorney**, Customer Engagement Manager
- **Emma Johnson**, Project Trident Stakeholder Engagement Lead
- **Jade Lester**, Head of Communications & Engagement
- **Andy Morrey**, Head of Architecture
- **Clive Nicholas**, Director of Strategy & Development
- **Nick Partridge**, Project Director
- **James Rigby**, Head of Customer Engagement
- **James Spicer**, Director of Finance & Shared Services
- **Dave Turpin**, Director of Programmes & Service Delivery
- **James Verdon**, Customer Engagement Manager

## Guests

- **Fahim Ahmed**, ESPUG, Regulations Analyst
- **Edward Allard**, Cadent, Industry Codes Manager
- **Olivia Beake**, Smartest Energy Ltd, Senior Industry Operations Manager (Gas)
- **Ciaran Burns**, REA, Green Gas Policy Manager
- **Aleksis Butler**, BU-UK, Regulatory Analyst
- **Helen Chandler**, NGN, Market Services Manager
- **Hilary Chapman**, SGN, Head of Regulation
- **John Clarke**, Xoserve Board, Xoserve Board Member
- **Matthew Cole**, Fuel Bank Foundation, Chief Executive
- **Emma Crofts**, Marketing Pod, Head of Content & PR
- **Gareth Evans**, ICoSS, Company Director
- **Nicola Garland**, Moorhouse Consulting, Client Director
- **Melissa Giordano**, Ofgem, Deputy Director - Retail Systems & Processes
- **Andrea Godden**, National Gas, Gas Commercial Contracts Manager
- **Lee Greenwood**, Centrica, Regulatory Change Manager
- **Chris Gumbley**, National Gas, Head of Business Partnering - SO & Gemini Programme Director
- **Rebecca Hailes**, Joint Office, Industry Governance Manager
- **James Higgins**, Gemserv, Future Markets Director
- **Dan Hopkinson**, Electralink, Chief Executive Officer
- **Chris Jones**, Xoserve Board, Xoserve Board Member
- **Angela Joyce**, Octopus, Industry Operations Manager
- **Elizabeth Lawlor**, RECCo, Chief Operating Officer
- **Matthew Little**, NGN, Director of Innovation, Improvement and Innovation (3iG)
- **Emma Lyndon**, Correla, Client Change Governance Director
- **Paul Mckie**, Joint Office / Encodar, Head of Service Delivery
- **Anna Morris**, SGN, Project Engineer
- **Michelle Niits**, NESO, Gas Markets Change Manager
- **Brian O'Shea**, RECCo, CFCO
- **Colin Paine**, Engie, Regulation Manager
- **Marina Papathoma**, Wales & West Utilities, Regulation Analyst
- **Tracey Saunders**, NGN, Head of Market Regulation and Compliance
- **Tom Stuart**, Wales & West Utilities, Regulation Analyst
- **Alex Travell**, BU-UK, Head of Regulation
- **Bradley Wood**, Centrica, Regulatory Manager



“

We're committed to playing an active role in the future of gas

Steve Brittan



# CEO's welcome: embracing change

**In any industry, and certainly in the gas industry, change can be challenging - but it also represents opportunity.**

For too long, conversations about Net Zero have been focused on electricity alone, and on renewable power alone, as a solution. Gas has a crucial part to play in helping us reach Net Zero and we need to be talking more about that, about the critical role that data will play in informing decisions, and about the energy system as a whole.

The time for this is now. In April, the UK Government launched a Green Gas Taskforce, with a specific focus on biogas; on overcoming barriers to sector growth, and on its role in the future energy system. On 30 June, policymakers published an update to the market for midstream gas. We want the gas industry to be central to these conversations and we want to be able to facilitate an opportunity to take part in those conversations for our Customers.

Xoserve has been central to the gas system as its Central Data Services Provider for the past 20 years. We're excited to rebrand and to set new ambitions, and we're committed to playing an active role in the future of gas. A big part of that is we want to be seen by all as an enabler. We want to encourage collaboration throughout the energy transition.

What won't change is our commitment to service delivery and to providing value for money. Our CSAT scores are higher than ever but we know there is more to do. 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.

**Steve Brittan**  
Xoserve CEO



# Progress and performance

## Improving efficiency and performance

Dave Turpin

We've been keen to evaluate efficiency and performance over the past 12 months. We want to share with our Customers how we are improving what we do and developing our services in line with our Business Plan.



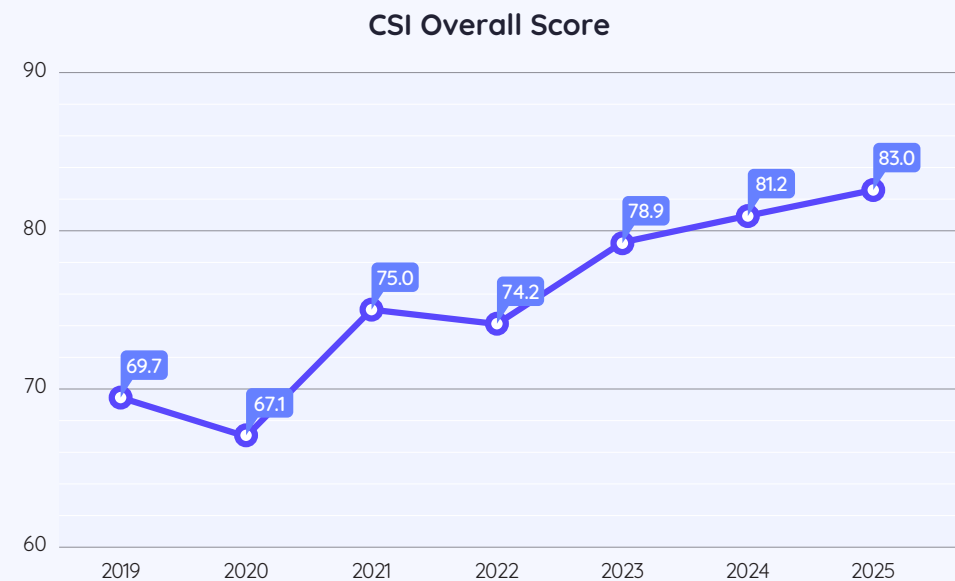
**Efficiency:** An independent Efficiency Review concluded in March 2025. This led to a programme of activity known as **Efficiency Review Implementation in Xoserve (ERIX)**. We undertook an extensive range of actions focused on addressing the findings of the review, always asking: "What do we need to do more or less of, and how can we find more cost-effective ways of working?" Our goal is for this to become a beneficial, repetitive cycle of review and implementation, but we need to ensure it remains genuinely useful and avoids becoming too costly.

**Performance:** Last year, we experienced some performance issues related to data provision, even though our services generally performed well. To address these challenges, we've focused on improving service delivery and change control. We're confident these actions will significantly and positively impact the quality and reliability of our services. A key part of this involved realigning our Service Delivery Teams to give them end-to-end ownership of change and delivery. We've also reviewed our partnership with Correla and our Customer engagement strategies to add a new level of control and oversight.

## Success metrics

**The ICS Survey:** Our latest Customer satisfaction survey shows strong results. We benchmark well against other B2B and utilities organisations, achieving a score of **83 in 2025**, up from 67.1 in 2020. While these headline figures are impressive, we identified some clear opportunities and will continue to target them to drive further improvements.

**DSC Committee KPMs and KPIs:** We report monthly to DSC Committees, and our latest figures show that UK Link and Gemini have been available **99.99%** of the time. We also successfully transacted **99.9% of 3.6 billion process events** within SLAs (e.g. reads, AQ calculations).





We know we can do more to improve our overall performance and address service issues, and are already doing this through:

- Management Information (MI) reporting
- a review of our performance metrics, to ensure they accurately reflect Customer experience
- active support for the Performance Assurance Committee (PAC)
- incident and issues management via the Contract Management Committee (CoMC)
- new methods for classification/categorisation of issues, to identify priorities and report on issues and fixes at a scorecard level

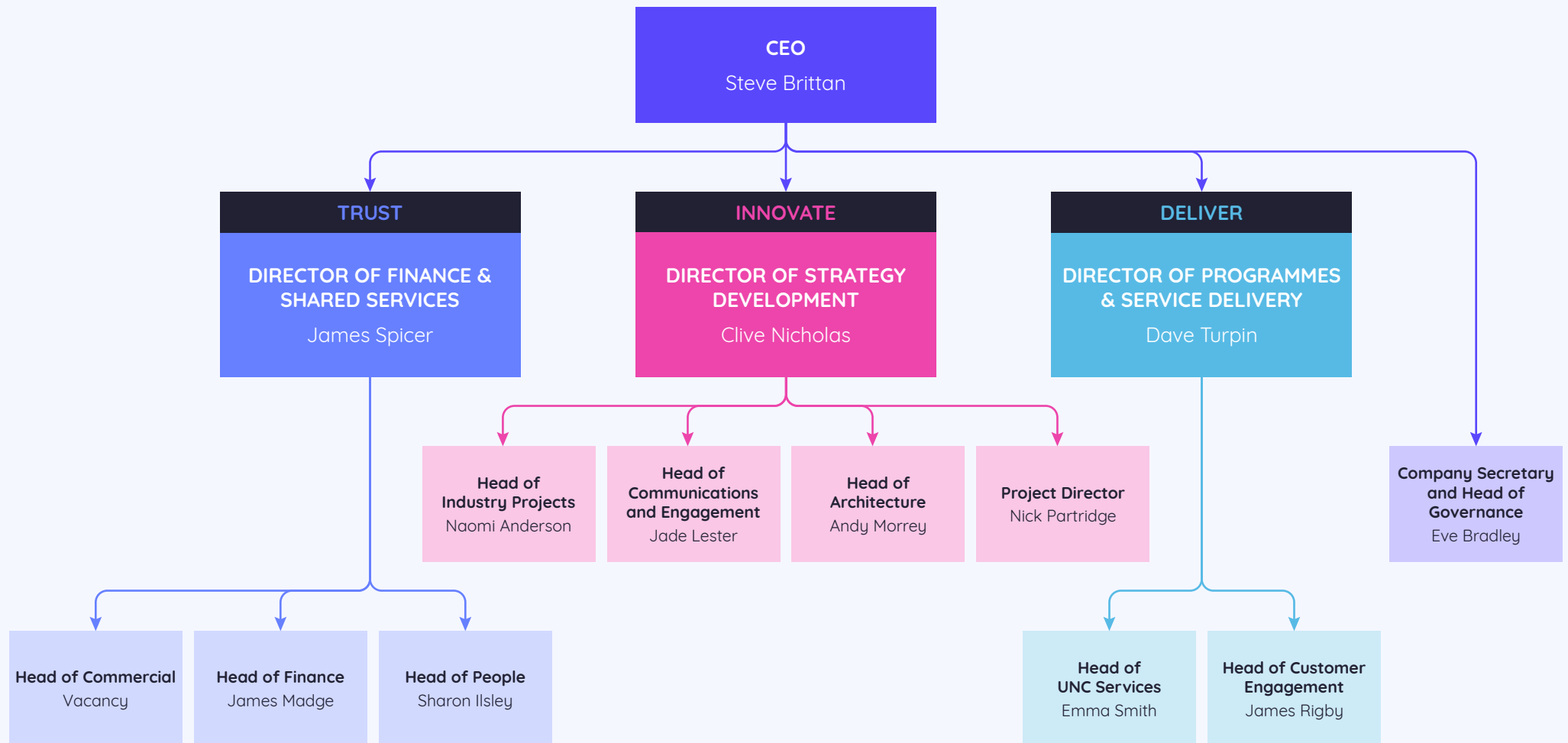
“The team not only advises on changes that are happening but also on how we respond to them. This will better support service delivery and control.”

## Customer engagement

Over the past 12-15 months, Xoserve has undergone significant changes in its organisational structure. The Delivery function has emerged as central to daily service provision. A key aspect of this function is its responsibility for understanding the evolving landscape of the gas industry and ensuring Xoserve’s services adapt accordingly to these changes.

We’ve widened the scope of this function so that the team not only advises on changes that are happening but also on how we respond to them. This will better support service delivery and control, especially when it comes to major programmes like Project Trident.

Customer engagement is crucial to this. Our new **Customer Engagement team** will provide a central point to support engagement and help us act on feedback. They will also be a direct contact for Customers when it is better to speak to us than anyone else.





As approved in BP25, the newly formed Customer Engagement Team will:

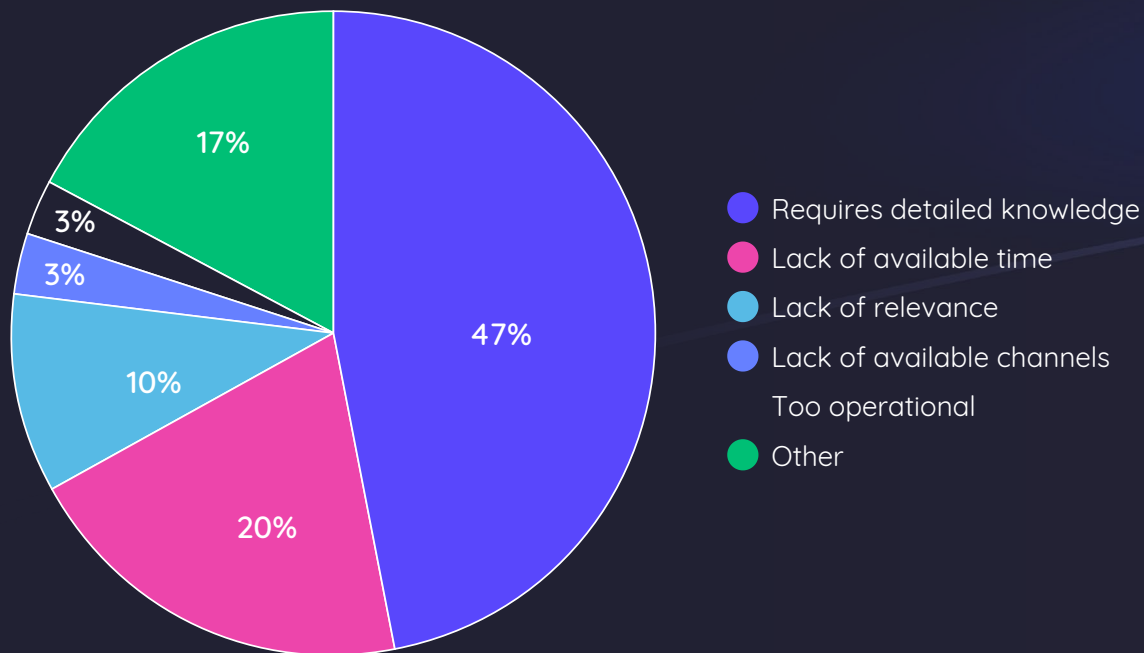
- Enhance the existing service by ensuring engagement processes are easy to navigate and lead to measurable effective outcomes.
- Apply a strategic layer to engagement activity, so that Customers can talk directly to Xoserve about service provision and evolution.
- Understand and act on Customer feedback via cohesive engagement that leads to the delivery of transparent and effective action plans.



**James Rigby**, Head of Customer Engagement (centre)  
**James Verdon**, Customer Engagement Manager (left)  
**Liam Glorney**, Customer Engagement Manager (right)

# Audience poll 1

What do you think is the biggest challenge when engaging with DSC governance?





# Xserve strategy: Continuing our journey

## Our five journeys

### Clive Nicholas

Our actions throughout 2024/25 have been guided by our overarching Business Plan strategy and the careful navigation of our 5 Journeys. These efforts have brought us significantly closer to realising our vision.

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



“We’ve been asking a crucial question: ‘What is our destination?’ Working with the intelligence we’ve gathered has helped us understand what that endpoint looks like, ultimately leading us to our Vision. I believe it’s important that this Vision recognises not only our digital capabilities but also our human heartbeat.”

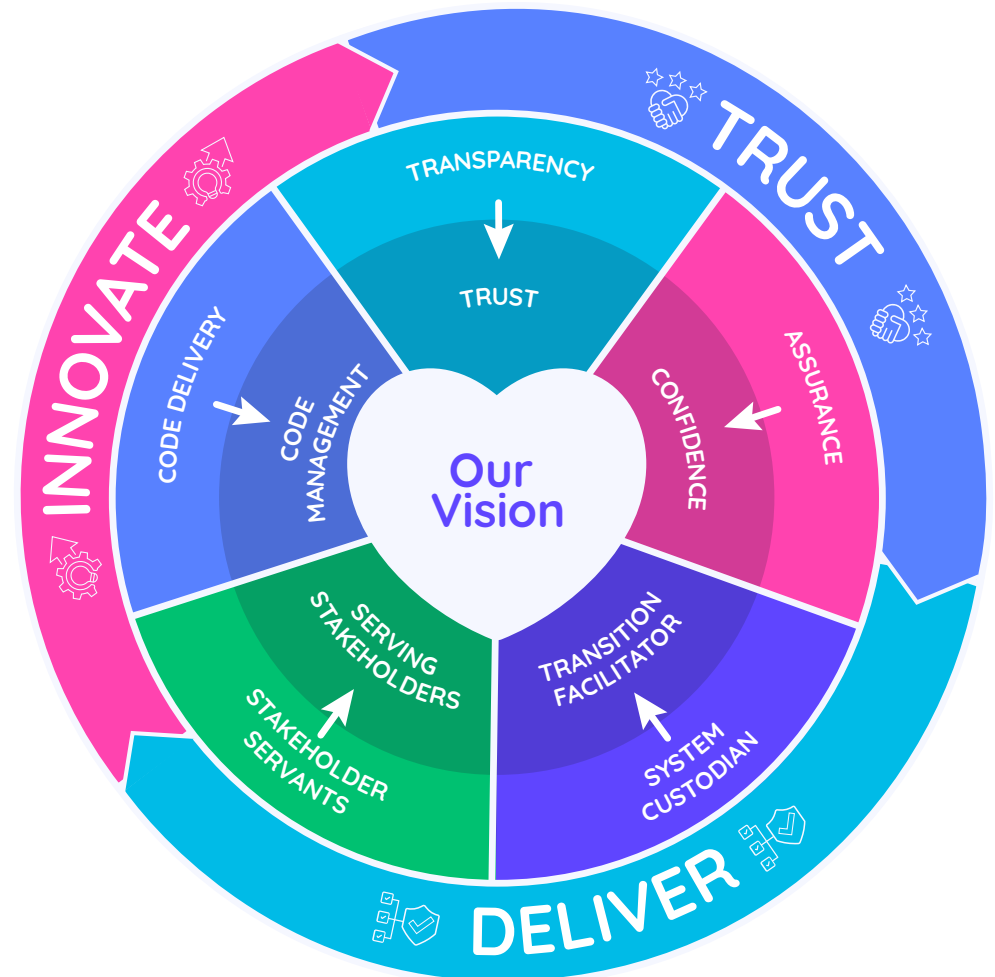
Moving from **Transparency to Trust** is important to our Customers, and your feedback has changed the way we do things. For example, after our Efficiency Review we consulted with a Customer Advisory Board (CAB) to ensure complete transparency around our actions in response to these findings. While commercial sensitivities may continue to limit what we can share, we are seeking new ways to increase the amount of information we can share with Customers about contract terms and costs. We also know that transparency is not just about contracts; it’s also about being clear with Customers on our intentions, outcomes and delivery.

We will move from **Assurance to Confidence** by changing the way we manage and communicate performance metrics.

We're committed to becoming a **Transition Facilitator** by deeply understanding our architecture, beginning with UK Link and Project Trident. We need improved oversight of our entire system estate and a thorough knowledge of how our systems interact with the industry, as well as how Xoserve system changes can impact others.

We recognise our Customers expect us to prioritise Code Delivery and CDSP services. However, the demands of this role are already evolving, and we must be ready, whatever the future holds. This includes understanding how to adapt to a multigas system regardless of whether we are the **Code Manager** for such a system.

Combined, these efforts will make sure we are **Serving Stakeholders** to the best of our abilities.





# BP26: Launching the business planning cycle

## James Rigby

After eight months of behind-the-scenes work, the BP26 cycle has officially launched. The process is now underway and will continue until January 2026, when the board is scheduled to approve the final version.

BP26 will be an interactive process that starts with the newly launched [Draft Statement of Planning Principles \(SPP\)](#).



There will be many consultation opportunities - even more than last year - and in new ways. Three drafts of the Business Plan will be shared before the final version. We believe this iterative process is quite unique to Xoserve, championing ongoing Customer and Stakeholder engagement.

Please note that the SPP does not include budget details; this information will be provided in the first draft of the Business Plan.

It does, however, contain a proposed approach to developing the Business Plan, including:

- **presentation of content** (and the option to present annexed information in a dynamic, digital format)
- **assurance approach**
- **access to experts and senior leadership**
- **investment areas**

The investments proposed in BP26 will be:

- Project Trident (next phase)
- UK Link Sustain
- Gemini Sustain and Regs change
- General Change
- CDSP Service Development

and potentially:

- VfM Review
- Project Trident pain points
- Enhanced Assurance

There will be opportunities through the planning cycle for Q&A with assessors, senior leaders, Board Members and Xoserve experts, to share your thoughts and ideas on the Business Plan and on particular investments.





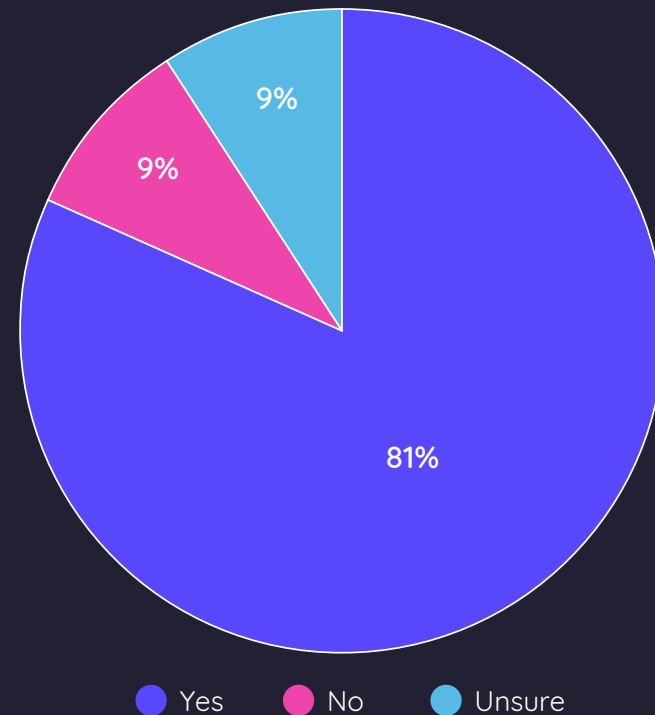
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‘Can we have an option for a printable version, without photographs or design? I like to print it off and go through it with a pen!’

[Customer feedback](#)

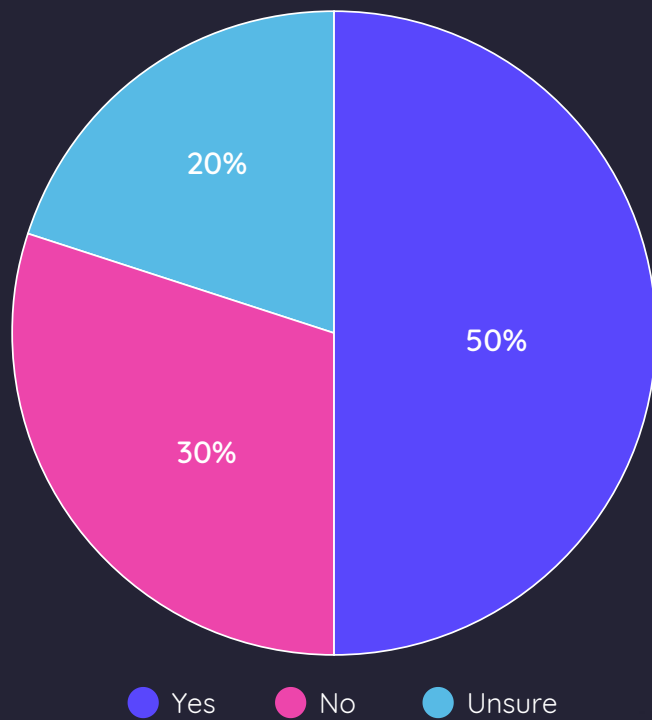
## Audience poll 2

Do you support the sharing of BP26 content relating to ‘Performance’ and ‘Outputs’ digitally, rather than statically in BP26 documentation?



# Audience poll 3

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





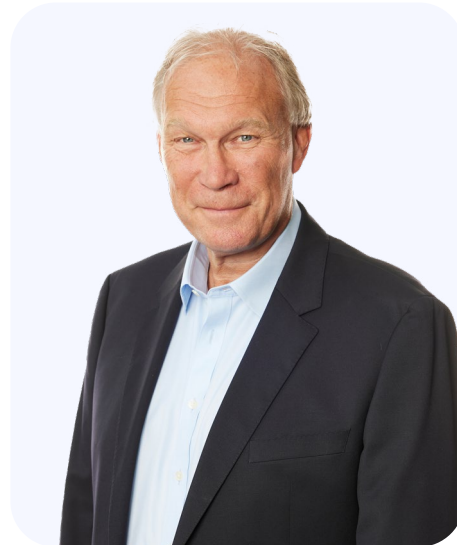
# Project Trident update

## Project Trident: Exploring the options

Nick Partridge

In July 2024, we kicked off Project Trident, a multi-year project which will modernise the UK Link platform. This was in response to SAP's planned discontinuation of standard support for IS-U ECC6 in 2027. This project will enable an enduring, robust and secure future CDSP service.

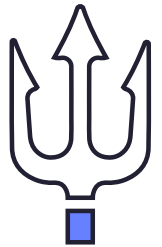
The Strategic Outline Case (SOC) has already been published. The Outline Business Case (OBC) will follow, before the Full Business Case (FBC).



We approached the market and were pleased to receive 17 vendor responses. We have progressed three of these options: **SAP Renewal**, **Self-Build** and **Hybrid**.

Solution definition began with an in-depth analysis in May, focusing on the remaining three options to determine a single, market-ready solution. As always, we value Customer engagement and acknowledge feedback regarding our delivery capabilities. We have sought support from specialist advisors and experts (detailed below) and have looked globally for best practices. We continue to engage with Stakeholders to build confidence that our preferred approach is the right one.

“We need to retain Customer code, minimise changes to the Customer interface and reduce downtime.”



## Project Trident: Exploring the options

Andy Morrey

### The three shortlist options:

Of the three shortlisted options, the Hybrid option reduces both low customer impact and high levels of future agility.



### Indicative analysis to date

Shortlist Option:	SAP Renewal	Self-Build	Hybrid
Build Cost	MEDIUM	HIGH	MEDIUM
Delivery Risk	MEDIUM	VERY HIGH	MEDIUM
Delivery Timescale	MEDIUM	HIGH	MEDIUM
UK Link Estate Impact	MEDIUM	HIGH	MEDIUM
Customer Impact	LOW	VERY HIGH	LOW
Future Agility	MEDIUM	HIGH	HIGH



## Project Trident: Customer engagement

Emma Johnson

At the recent Project Trident launch event, Customers provided valuable input on their desired engagement. From this feedback, Xoserve has developed two guiding principles for Customer engagement, and we hope you will hold us accountable to them:

### Principle 1: Consistent information for all

All Customers, across every Customer group, should have access to the same level of information. This requires frequent 'wrap-up' communications at every stage, ensuring everyone is consistently kept up to date. To facilitate this, briefings following project updates are now made available to all constituents simultaneously.

### Principle 2: Meaningful and milestone-driven engagement

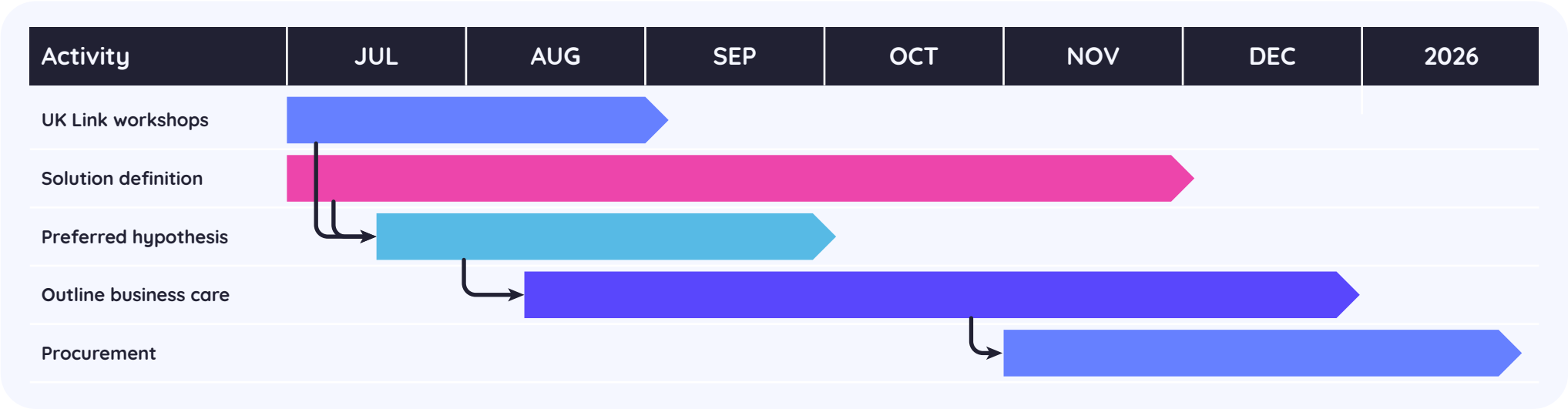
Every engagement should be meaningful and directly linked to specific project milestones. Recognising the resource challenges within the industry, we understand you will always want to know the clear purpose of communications and their direct relevance to Project Trident's progress.

Initiatives so far have included a Customer survey on the options for Project Trident, Customer workshops, and also:

- **The Tide newsletter:** Available monthly and to everyone. 430 subscribers so far across the industry.
- **FAQs:** 50+ published to date on Xoserve.com
- **Customer advisors:** Gareth Evans and Matthew Little will help to bring independence, challenge and advice to the decision making process by drawing in the voice of the Customer. They will engage, provide relevant updates and other engagement initiatives.

# Project rident: What’s next?

The timeline below shows what Customers can expect to happen between now and the end of the year on Project Trident.





# Accelerating progress towards Net Zero

## The purpose of the Xserve Decarbonisation Team

**Naomi Anderson**

The Xserve Decarbonisation Team was formed to ensure that system change is informed, coordinated and future proofed so our customers can navigate the transition confidently and efficiently. We work to promote innovation with a particular focus on biomethane and hydrogen blending.



Xserve has been involved in:

- Girvan Testing
- RTSM
- Future energy pathways
- H100

We act as an information hub for the wider gas ecosystem, maintaining a knowledge hub, facilitating collaborative meetings, hosting podcasts and publishing a decarbonisation newsletter. We typically support projects by providing crucial data and reporting, expertise, project management and communications.

# The RTSM Programme

## Guest Speaker:

**Anna Morris, Project Engineer at SGN**

The Real-Time Settlement Methodology (RTSM) programme will establish a fair, practical and flexible billing system of the future. We want this to be a collaborative effort and will not gate-keep the knowledge. We are supported by BIP UK and Correla.

“RTSM is designed to develop and demonstrate an integrated and flexible approach - to enable accurate settlement and billing of variable calorific value gases across a UK wide multi energy grid.”

## We are in Phase 1: Methodology development.

The objective is to develop a modelling solution that accurately determines energy content for billing and settlement purposes, assess its feasibility and plan for its seamless integration across GB.

Since January, the RTSM programme has been engaging with:

- Transmission
- Distribution
- Mod
- ICoSS
- Entry Customer forum
- RECCo
- Real reg sub-committee
- Retail Energy Code Issues Group.

Beyond our projects, we want to empower gas network Stakeholders through knowledge.



# Interactive workshops







## WORKSHOP #1

# DSC Governance

This workshop focused on two key questions to drive more effective engagement in DSC governance meetings, such as the Contract Management Committee and Change Management Committee:

1. **How can Xoserve encourage greater and more effective participation in these crucial DSC governance forums?**
2. **What changes or incentives would make it easier or more worthwhile for individuals and their organisations to actively get involved?**

## Encouraging effective participation

Across all five groups, common themes emerged on how to drive greater participation:

- **Improve onboarding and knowledge:** Develop concise onboarding for new members and provide pre-meeting summaries to quickly bring participants up to speed, creating an environment where deep prior expertise isn't essential. In addition, members could support new staff members through succession planning and involving new staff in meetings.

*“Some people are worried about sounding stupid in meetings, if they're new and unfamiliar with the topic.”*

- **Refine meeting structure:** Clarify the Terms of Reference (ToRs) for all groups and consider combining committees or distinguishing decision-making from information-sharing sections, in order to improve focus and attendance.

“It might be useful to re-clarify the ToR for these meetings.”

- **Enhance communication:** Proactively communicate the clear value (“the why”) of participation, through concise bulletins and headline summaries, outlining how engagement impacts outcomes. Consider 1-2 meetings a year to be face-to-face.

“What is the benefit to the organisation I work for? How can I justify this?”

## Making involvement easier

For making involvement easier and more worthwhile, the five groups identified several key areas:

- **Address resource challenges:** Acknowledge and work around industry resource constraints by optimising meeting frequency and format, aiming for highly focused sessions.

“Organisations are forced to ruthlessly prioritise what they participate in.”

- **Boost access to information and tools:** Improve the accessibility and searchability of information, potentially using digital tools and AI for targeted, digestible content.

“Xoserve’s portal is hard to search.”

- **Set clear expectations:** Provide clear guidance on participant roles and decision-making authority, making sure support mechanisms are in place to empower effective contributions.

“Need help from Xoserve/Joint Office – onboarding programme for new members.”



## WORKSHOP #2

# BP26 approach and investment areas

This workshop focused on two key objectives for the BP26 cycle:

1. **Have we identified the right investment proposal areas for BP26?**
2. **What are the most effective engagement activities for BP26?**

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### Reviewing the BP26 approach

- **Questioning VfM review:** There's some scepticism about the immediate need for another full independent Value for Money (VfM) review, given recent efforts and limited perceived change. If conducted, it was suggested reviews should be less frequent (e.g. every 3-5 years) and focus on specific objectives, with Xoserve's Board potentially providing condensed annual oversight.

*"It feels like Xoserve keeps spending money on evidencing it needs to change and spend more money."*

- **Prioritising Customer pain points:** There's strong consensus to prioritise investment in resolving existing UK Link and Customer experience "pain points," particularly around the current ticketing process, to deliver tangible benefits before or alongside major initiatives like Project Trident.

*"Systems not been designed with user in mind... Service experience to be improved ahead of Project Trident."*

- **Project Trident integration and delivery focus:** While Project Trident is viewed as being necessary, there's a concern about its potential impact on day-to-day CDSP delivery and industry change.

*"Concerns around delivery of the day job... it's generally understood that Project Trident needs to happen."*

- **Transparency of costs:** It was suggested that a further breakdown of budget costs to company level rather than constituency level would help.

## Assessing engagement activities

- **Refine the Business Plan process:** While some appreciate the detailed, multi-draft BP process, others find it too complex and time-consuming, especially for smaller organisations. Suggestions include simplifying the BP, changing regulations to allow appeals by line item (rather than the entire budget), and making budget visibility clearer.  
  
“BP is very detailed and hard to engage with and scrutinise... particularly if you’re a smaller organisation.”
- **Expand communication channels:** Customers want additional and more targeted communication channels, such as an Xoserve newsletter (similar to Decarb/Project Trident updates), weekly bulletins and potentially online moderated talks. One participant asked for an easily printable version of documents, without images.

- **Improve digital interactions:** Address current frustrations with digital communication, including issues with meeting invitations, chat functionality and consistent email contacts for smaller incidents. There were calls for improved responsiveness and potentially an Xoserve-based chatbot.

“Being left off calls... Chat functionality not always available... Lack of contact or missed off emails for smaller incidents.”





## WORKSHOP #3

# Project Trident

This workshop aimed to gather participant views on Project Trident, focusing on two key areas:

1. **What are the top 5 questions around Project Trident?**
2. **Any other observations or suggestions regarding Project Trident.**



## The most commonly asked questions

Across each of the five workshop groups, participants were asked to put together their key questions about Project Trident. Here is a summary of the various questions posed across the workshop groups:

1. What level of change will Customers need to undertake and what will be the overall impact on their systems and operations?
2. What are the key costs associated with Project Trident, how will these be managed, and when will accurate cost information be provided to Customers?
3. How will Xoserve ensure it has the necessary internal capability and experience to successfully deliver Project Trident?
4. What is the plan for Customer engagement and involvement throughout the Project Trident lifecycle, particularly in solution choice and implementation, ensuring all user needs are considered?
5. How will the transition to Project Trident be managed, including communication timelines and consideration for Customer lead times for internal system and process changes?

6. What is the role and governance of the steering committee for Project Trident (e.g. quoracy, voting etc.)?
7. What is the role of the Customer Advisor, and how will they, along with the other Project Trident representatives, interact with different user groups?
8. How is the criteria weighted for the solution options and what does this mean in practice?
9. What is meant by the future agility metric?
10. How does PQQ and OBC align and interact?
11. How do you make UK Link / Project Trident real for industry participants and how do you balance that with the correct risk profile?
12. How does Project Trident bring in third party providers, and how do you balance the messaging between customers and third party providers?

## Other key suggestions and recommendations

- **Learn from past projects:** There was a strong emphasis on incorporating learnings from previous large-scale initiatives (like Nexus) to ensure the Project Trident solution is inherently flexible, agile and robust for future industry changes and security requirements.
- **Make practical impact clear:** Xoserve must clearly articulate the project's practical impact on Customer organisations, providing visible forward-planning timelines and detailed expectations for Customer resource allocation during testing and migration.
- **Prioritise strategic coordination:** There is a critical need to coordinate Project Trident's rollout with other major industry changes, to avoid overwhelming Stakeholders with simultaneous demands and limited resources.
- **Cyber security:** Must be a priority consideration



# Q&A

## Your questions about BP26

**Q:** Will the BP26 documentation be split up, or will there be one comprehensive document? Is there a concern that some information might be overlooked?

A: We plan to adopt a similar approach to last year, where more compliance-focused information was placed in an annexe. For BP26, we're aiming for a more digital strategy, particularly for performance metrics and service areas. This data will be available online, allowing for dynamic updates rather than static snapshots. However, if there's a strong requirement for a single master document, we will certainly consider it.

**Q:** How will the budget dialogue be handled across the various drafts of the Business Plan?

A: The budget information will be presented simply and clearly from the first draft of BP26. Nothing will be done in a silo during the planning process.

## Your questions about Project Trident

**Q:** Are the criteria used to assess the three Project Trident options weighted?

A: Yes, the assessment criteria will be weighted. Currently, the scores derived from this weighting are indicative. The Outline Business Case will provide a structured measurement of each option against critical success factors. More detailed information regarding these criteria and their weighting can be found on the Project Trident section of our website: [www.xoserve.com](http://www.xoserve.com).

## RTSM

**Q: Are you sharing learnings from the RTSM project with DESNZ?**

**A:** Yes, DESNZ is actively involved and part of our steering group. We are committed to continuing these discussions and ensuring DESNZ remains fully informed throughout the project's journey. Furthermore, we are directly collaborating with DESNZ on the hydrogen business model, providing them with data from our systems to support their decision-making process.



**Q: The industry may be required to evolve and do things we've never done before. How will Project Trident aim to capture the need for these new processes? How can we ensure Project Trident can adapt to systemic change, given it wasn't originally built for this purpose?**

**A:** Xoserve's role as a facilitator is crucial here. We're actively bringing together the Decarbonisation and Project Trident workstreams. Our initial work package will present options to move away from flow-weighted averages, demonstrating that adaptability to future needs is at the forefront of our minds and will be thoroughly documented. We won't make decisions for the industry, but we will provide a set of recommendations, as we know this requires a collective effort.

We're seeking changes that will bring greater adaptability. What does that truly mean in practice? From our discussions with suppliers and users of SAP systems, we know that changes to Calorific Values (CVs) must be considered. What other factors need to be addressed? What other pain points exist within the industry? Are there tactical measures we can implement before Project Trident is fully operational that could deliver early benefits? All of these need to be considered.



# Thank you

Thank you so much to everyone that attended our Customer Strategy Day. It was brilliant to hear the views and ideas of so many industry experts. We will draw on what we have learned from you all as we continue our evolution, improve our services and rise to meet the challenges of a changing gas industry.

Collaboration is key, and we are committed to keeping you informed throughout the development of our projects and services with more communication and engagement activities.