Mid-Year Stakeholder Update

5th November 2024

Contents

- Summary
- Attendees log
- Agenda recap
- Key slides
- Q&A log

Event Summary

- The **event objective** was to update Xoserve's stakeholders on key activity from the year and outline the upcoming focus for the business in a transparent way that encouraged questions and particulates from stakeholders and wider industry

- Senior Xoserve representatives joined the event to both present and **answer questions from stakeholders**

- The event was run in person in London and with a hybrid joining option via Teams to allow **maximum attendance possibility** for all stakeholders

- Guest speakers from across industry (including Ofgem, NESO and Imserv) were welcomed to ensure all Xoserve matters could be discussed within a **wider industry context**.

Event attendees (online and in person)

Internal delegates	External delegates		
Xoserve: Andy Morrey	EDF Energy: Ana Zanetti	Joint Office: Kate Elleman	Ofgem: Sean Winchester
Xoserve: Chris Jones	Expleo Group: Anand Pophali	Centrica (British Gas): Kirsty Ingham	RECCo: Sid Cox
Xoserve: Clive Nicholas	Gemserv: Anne Jackson	Imserv: Lacey Montague	Electralink: Stefan Leedham
Xoserve: Dave Turpin	SSE Energy Supply Limited: Daniel Fittock	Centrica (British Gas): Lee Greenwood	ESP: Vicki Spiers
Xoserve: Eve Bradley	Cadent Gas Limited: Edward Allard	TOTAL: Louise Hellyer	Elexon: Victoria Moxham
Xoserve: Inge Hansen	RECCo: Elizabeth Lawlor	Gentrack: Maelys Merlaud	NESO: Victoria Mustard
Xoserve: James Verdon	Credera: Emma Johnson	Wales & West Utilities Limited: Marina Papathoma	Expleo Group: Ketan Kolari
Xoserve: Naomi Anderson	SO Energy Trading Limited: Gabrielle Deere	Engage Consulting: Matthew Johnson	Octopus Energy: Angela Joyce
Xoserve: Nick Partridge	ICOSS: Gareth Evans	Northern Gas: Matthew Little	ENGIE: Carly Ross
Xoserve: Sarah Carroll	Last Mile Gas Limited: Gethyn Howard	Ofgem: Melissa Giordano	BUUK: Charlotte Gilbert
Xoserve: Steve Brittan	GW3 Consulting: Graham Wood	BU-UK: Natasha Perry	Indigo Pipelines Limited: Cher Harris
The Marketing Pod: Kate Garratt (facilitator)	Northern Gas: Helen Chandler	Moorhouse Consulting: Nicola Garland	ENGIE Gas Shipper Limited: Colin Paine
	Joint Office: Joanna Ferguson	Centrica (British Gas): Oorlagh Chapman	Last Mile Gas Limited: Eilidh McNally
	RECCo: Jon Dixon	Gemserv: Paul Brodrick	Centrica (British Gas): Gregory Edwards
	Engage Consulting: James Hill	Octopus Energy: Sandra Grabowska	Brook Green: Harry Pick
		Gemserve: Sarah Gratte	

Agenda Recap

10.00-10.15am	**Welcome from Steve Brittan, (CEO, Xoserve)**
10.15-10.45am	**Embedding the new government, emerging policy direction and the future energy code landscape**
	▪ Melissa Giordano, (Deputy Director, Ofgem)
10.45-11.15am	**Enterprise Architecture at Xoserve - Andy Morrey (Enterprise Architect, Xoserve)**
11.15-11.30am	*Break*
11.30-12.00pm	**Panel discussion – What can Xoserve learn from recent industry IT programmes.** *Panel members:*
	▪ Andy Morrey (Enterprise Architect, Xoserve and Panel Chair)
	▪ Matthew Little (Director of Innovation, NGN)
	▪ Lacey Montague (CSO, IMServ)
	▪ Graham Wood (MHHS Large Supplier Rep)
12.00-12.30pm	**Xoserve's Code Manager White Paper, in partnership with Moorhouse Consulting**
	▪ Naomi Anderson (Xoserve) and Nicola Garland (Moorhouse Consulting)
12.30-1.00pm	**Panel discussion on Future of Code Management in the Gas Sector.** *Panel members:*
	▪ Nicola Garland (Moorhouse Consulting and Panel Chair)
	▪ Naomi Anderson (Head of Industry Projects, Xoserve)
	▪ Jon Dixon (Director of Development and Strategy, RECCo)
	▪ Victoria Mustard (Head of Gas & Whole System Market Development, NESO)
	▪ Victoria Moxham (Director of Customer & Code Management, Elexon)
1.00-2.00pm	*Networking lunch*

Key Slides

For reference

Enterprise Architecture

What is Enterprise Architecture?

1. A capability that documents the business and technical aspects of an organisation, providing a 'holistic' view of the landscape.

2. A practice which establishes a comprehensive framework that is applied consistently in the development and execution of an organisations strategies.

3. A function that provides support in the selection and implementation of technology that meets the needs of the organisation and its customers.

Enterprise Architecture serves as a bridge between the business and technology, ensuring that technological investments are aligned with business needs.

What benefits will Xoserve's EA function deliver to the industry?

1. Increased assurance, governance and control of technological investments.
2. Enhanced agility in meeting the challenges within an ever-changing industry.
3. Closer alignment on data and processing standards.
4. Facilitation of change in a controlled and consistent manner.
5. Interrogation of the UNC and transformation of its content into central requirements.
6. Greater opportunities in working together.

The full set of benefits, internally and externally, will allow us to transform from a Contract Management & Assurance organisation into a trusted Intelligent Client Function.

Strategy & Project Impact

UKLink

- Reduced spending with essential maintenance and upgrades only being deployed. Deviations from plan will be challenged through an architectural review as will document quality and content.

Project Trident

- Provide robust requirements and processes for solution assessment and solution implementation.
- Govern the architectural aspects of the project, ensuring the same quality and standards are applied in regards any architectural impact and/or change.
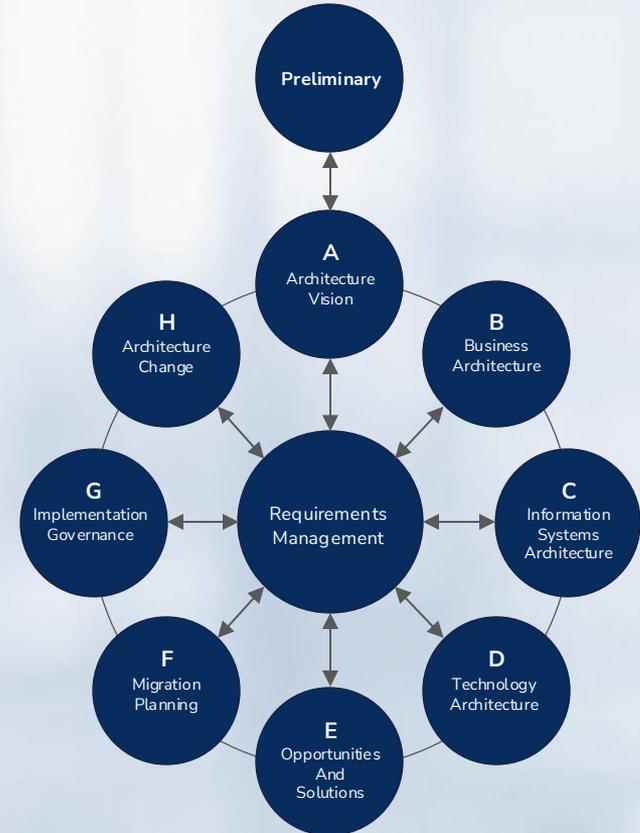
Code Management

- Extract and document requirements from the UNC using a consistent and heightened standard.
- Provide clarity on code change impact across the CDSP technical landscape/Xoserve functions.

Xoserve's EA Framework | TOGAF

Our new Architectural function will deploy the Open Group Architecture Framework (TOGAF) to underpin our practice, providing a methodology and set of tools to help catalogue every aspect of the business and its technology.

- A globally recognised architecture framework.

- Deployed by 60% of the Fortune 500 companies.

- Deployed by 80% of the Global 50 companies.

- Over 120,000 certified professionals worldwide.

- Platinum members consist of IBM, Fujitsu, Intel, Shell, Opentext, DXC Technology and Huawei.

Xoserve's EA Framework | Architecture Principles

To underpin our future architectural decisions, we've compiled a set of 25 enduring Architectural Principles across 6 different disciplines. These principles provide guidance on how business and technology change should be architected to meet the required needs of Xoserve and its customers in the Gas Industry.

- Greater standardisation and consistency

- Alignment with business objectives

- Enhanced security and compliance

Through adoption of our new Architecture Principles we're tightening up on our general rules and guidelines to inform and support decisions in how Xoserve will deliver as CDSP going forward, aligning its vision and objectives.

These principles will be applied alongside the existing assurance functions and Risk & Audit.

Code Management

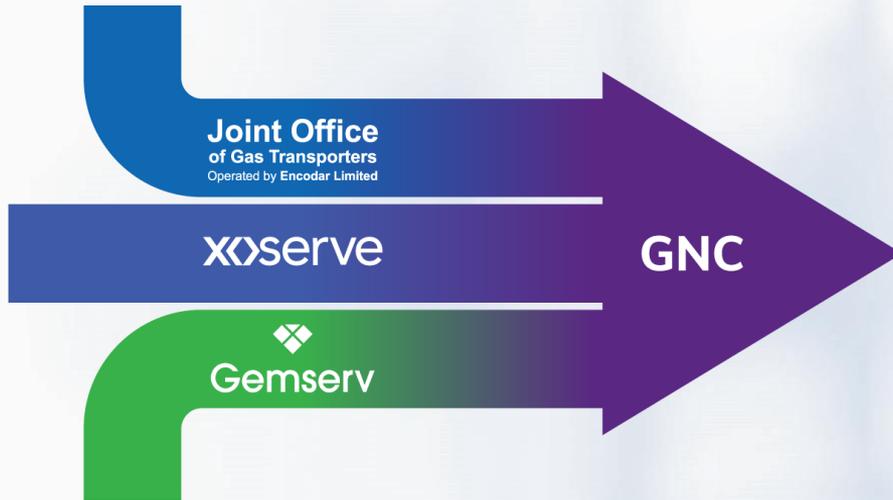Presented by Nicola Garland
& Naomi Anderson

Why Xoserve and Industry need Code Reform

1. Code reform is necessary enabler to deliver major industry change

2. An independent body is needed to balances industry and consumer needs

3. Central bodies should evolve strategic direction and bridges the gap between industry and regulator

4. Code reform should support central bodies in building delivery capabilities

Our Aims

An Industry Perspective on Energy Code Reform

Joint Office
of Gas Transporters
Operated by **Encodar Limited**

X>serve

Gemserv

GNC

White Paper Aims

1. Surface gas industry specific challenges

2. To play our part in realising the objectives of Code Reform

3. Completed in consultation with a range of stakeholders

4. Promote early appointment of a Gas Network Code Manager as an enabler for gas as an interim fuel on the journey to net zero

An Industry Perspective on Energy Code Reform

- The Current Regulatory Landscape for Gas

- What difference a Code Manager will make – ten point agenda

- How should the GNC Code Manager be set up?

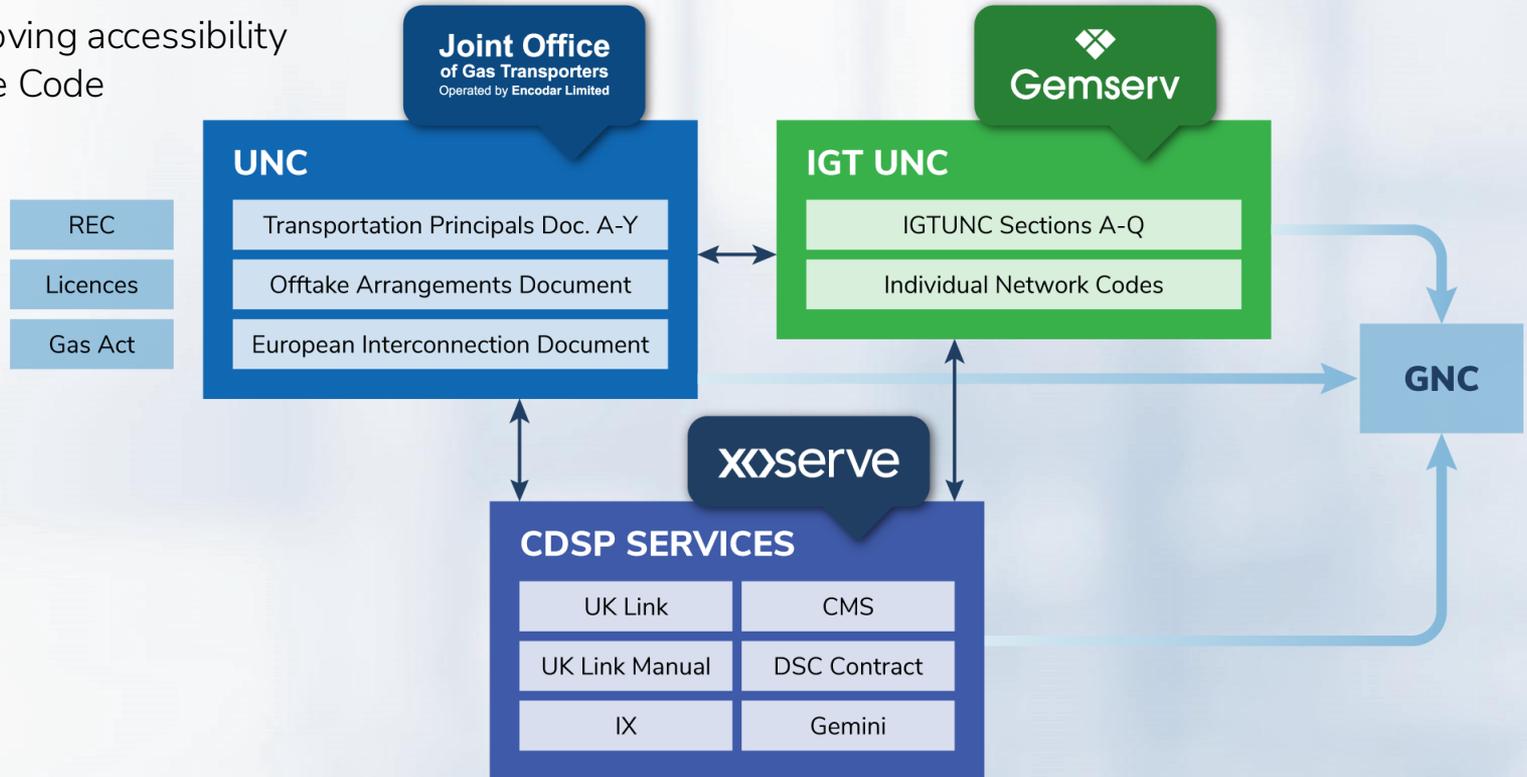- What comes first – Code consolidation or the Code Manager

- Conclusion

1. GNC rules and CDSP processes captured in a single gas industry business process architecture framework

2. Improving accessibility to the Code

Key Themes

3. Decision-making on the implementation of GNC Modifications

4. Developing future Modifications as a portfolio for change

5. Provision of a single legal function for the GNC

6. Cross code coordination, collaboration and whole system thinking

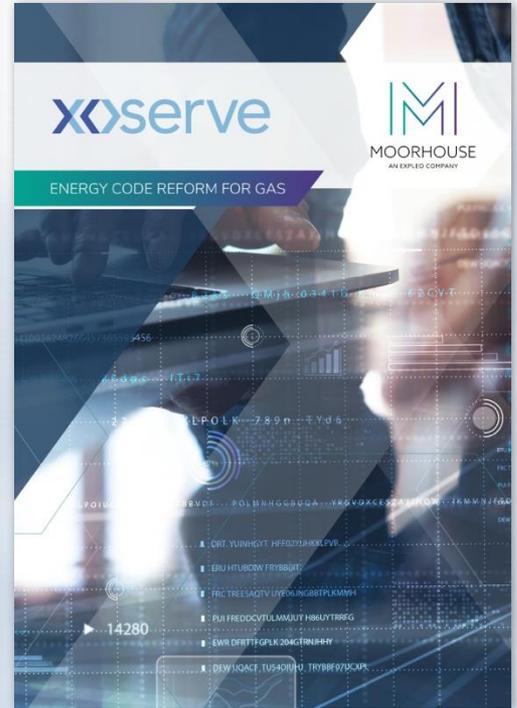7. Catalyse and support research to develop future code modifications

Key Themes

8. Drive up data quality, integrity, accessibility, and interoperability of gas data

9. Integrated Code Manager

10. Ensure a sustainable centre of expertise for the Gas industry as it evolves

- White paper available this month

Customer Q&A

Making the answers available for all

Q&A log: Enterprise Architect

- As a new topic for this mid-year updates, Andy Morrey's presentation of Xoserve's approach to Enterprise Architecture - and the following panel - sparked a lot of engaged conversation.

Stakeholder Questions	Responses from Andy, Steve and Dave
How will Xoserve measure success through the architectural development? Gabby Deere, SO Energy	During the initial build of the capability, it's difficult to assess or measure the success of architecture as a function. As a result, the first focus will be on the progress made in the collation and compilation of documentation to provides the holistic view. As the capability matures and the governance instilled and artefacts grow in detail, I see two key ways to measure the success, or impact, of architecture. Firstly, providing EA as a self-service should provide opportunity to capture the use of the artefacts, gaining an understanding on how much the information contained is consumed or used to provide impact analysis, reference technical architecture or provide proposals around processes and processing to increase efficiencies. Secondly, as the maturity of the function and its artefacts develops, we'll be able to realise the positive impact of artefacts on projects and changes by running comparisons against previous projects and changes. Those comparisons will be undertaken with a lens focused on scope creep, time taken to undertake impact analysis, depth of impact analysis, requirements gathering and GAP analysis (processes, technical). Additionally, we will be able to see a marked improvement and consistency in the standards of the documentation being produced within the document framework (BRD, HLD, LLD etc).

Q&A log: Enterprise Architect

Stakeholder Questions	Responses from Andy, Steve and Dave
You have mentioned UNC and references to applying this to (UNC) Code and the Code Manager role, is IGT UNC excluded from this purposely? *Charlotte Gilbert, BU-UK*	Yes, we'll be happy to include the updates.
If the [architectural] components you've mentioned are already in place, what are the additional benefits of this investment in architecture? *Kirsty Dudley, E.ON*	Without the architectural development, the artefacts are in place will remain siloed, inflexible and inefficient to navigate. This impacts the consistency of the intelligence Xoserve can apply in any given situation. Applying TOGAF and documenting the estate standardises those artifacts and captures their relationships making for a far more efficient and effective navigation of the CDSP estate. It also allows transparency and mapping to broader industry infrastructure, supporting large scale change and the evolution of industry.
Will the capabilities developed under open architecture be available to all in industry? *Elisabeth Lawlor, RECCo*	The requirements library should be shared with the relevant stakeholders, to ensure industry change or cross-party initiatives benefit directly. Certain aspects of the CDSP architecture should also be transparent, to assist stakeholders in understanding how they can utilise / interact with the CDSP infrastructure.

Q&A log: Enterprise Architect

Stakeholder Questions	Responses from Andy, Steve and Dave
How does Code Management align with this architectural vision and how will the CDSP use it to engage with and benefit industry? *Daniel Fittock, SSE*	A large part of Xoserve's role is to support the industry change lifecycle, wherever appropriate. As the CDSP, this architectural framework would support traceability and enable faster and more granular impact assessments for proposed industry change. For code management, we believe the code manager role would provide more control around timescales and planning to enable successful developments and implementations.
How will [open architecture] work with delivery partners? *Kirsty Ingham, Centrica*	Service partners are an essential contributor for building and maintaining the architectural artifacts. There will be an Architectural Review Board put in place to maintain quality and govern across the CDSP delivery.
Is that Architecture Review Board a procured service or made up of industry experts? *Jenny Rawlinson, BU-UK*	The Architecture Review Board is an internal Xoserve board brought about by the construct of the Enterprise Architecture function. The quorum consists of architects from each discipline (business, data, application and technology), an Infosec Manager/Security Architect and SMEs, project managers or stakeholders relevant to the agenda/topic at hand. The ARBs purpose is to govern changes, decisions and approvals relating to Xoserve's architecture inline with the Xoserve architecture principles and strategies, ensuring a consistent standard of documentation type and content.

Q&A log: Enterprise Architect

Stakeholder Questions	Responses from Andy, Steve and Dave
Does the architectural delivery need completing before Project Trident? *Oorlagh Chapman, Centrica*	Many early aspects do, yes. The architectural roadmap runs into the next financial year at which point it segways into Project Trident at the appropriate point, with a better view of the As-Is estate to support Project Trident's scope and development.
Who is picking up the implementation costs for TOGAF? *Kirsty Dudley, E.ON*	The architectural improvements are paid for through UK Link Optimise funding for this financial year and are covered in Project Trident from BP25 onwards.
With so many individual parties/companies involved, how do we ensure that requirements suit all needs without breaking the bank in budget delivery (as end consumers pay for it ultimately)? *Kirsty Dudley, E.ON*	Governance and criteria/structure for the programme should be set early to avoid increasing scope and budget. It needs buy-in early from all participants and we need to ensure we overlay programme delivery mindset to contain timescales rather than endless workgroups. Could do with early visibility of future changes where possible. Strategic imperative due to SAP going out of support – the replacement needs to do at least what UK Link does now.

Q&A log: Code Management and Reform

- Code management is always a hotly anticipated topic on any agenda and ahead of our forthcoming whitepaper, Naomi Anderson's presentation with Nicola Garland of Moorhouse Consulting together with our dedicated panel discussion promoted a great debate with all our stakeholders.

Stakeholder Questions	Responses from Andy, Steve and Dave
What does Xoserve see as the key deliverables in the transition to Code Manager, from the CDSP perspective? *Jenny Rawlinson, BU-UK*	Xoserve wants the Code Manager to deliver a long-term strategic vision for the industry. This roadmap would support the CDSP to be able to advocate the future of license obligations.
How would the governance for a code manager work? *Gabby Deere, So Energy*	The Code Manager White Paper presents Xoserve's perspectives on code reform within the industry. Building on the draft license conditions from DESNZ and Ofgem, we want to share from our perspective what we think code management should do and what success looks like. The paper is due to be published as a piece of thought-leadership and is not a proposal for how Ofgem will go about introducing a Code Manager.
With regards to the Code Manager White Paper, what would be the approach to combining industry codes and CDSP processes? *Daniel Fittock, SSE*	The white paper focuses on what needs to be delivered rather than proposing options to transition to a consolidated GNC. We are expecting to consider options on how a transitional phase might work in early 2025.

Q&A log: Code Management and Reform

Stakeholder Questions	Responses from Andy, Steve and Dave
Can you expand on "integrated code manager"? *Kirsty Ingham, Centrica*	Our proposal is for an integrated Code Manager to provide the architecture framework to run the GNC and the integrated digital systems. The Code Manager should have the structure in place to be an intelligent customer drawing on outsourcing capabilities where necessary.
How do you see the collaboration with the code manager working in relation to the system architecture you discussed earlier, to ensure that the solution works for all, and that money isn't spent in the wrong areas? eg. will the architecture link into the code manager digitised code too? *Tracey Saunders , NGN*	We see that all parties from across the industry would have to work together - The UNC code is contract between people and business processes within the industry. A Code Manager would facilitate collaboration across both the UNC and systems architecture and support process improvement. The Code Manager would open opportunities to create a feedback loop between organisations to improve processes and the code, making code development and system architecture symbiotic.
We talk a lot in the in industry about digitalisation - it is more than hyperlinks and websites - so what would the bigger evolution be here? *Kirsty Dudley, E.ON*	In the first instance for Project Trident we aspire to have a digital document set which links the UKLink technical specifications to the UNC classes in one digital platform. We envisage in the longer term that this would be the first step in a plain English UNC document which can be interrogated by AI and more accessible by energy industry users.

Q&A log: Code Management and Reform

Stakeholder Questions	Responses from Andy, Steve and Dave
Modification Panels to Stakeholder Advisory Groups - evolution or revolution? *Colin Paine, Engie*	It is likely to be an evolution, some other codes have already implemented Stakeholder advisory forum building on existing thinking. Our initial view is that there could be a constituency-based representation with additional consumer and independent representatives to advise the Code Manager.
What about standing up a consumer program with the new members to the industry, consumer bodies and consumers themselves? *Eilidh McNally, Last Mile Gas Limited*	Great suggestion, we will consider how this will work in practice and how it is possible to amplify voices of those who are newer to the industry.
When is the Xoserve Code Manager White Paper likely to be published and will this be a consultation? *Jenny Rawlinson, BUUK*	The Code Manager White Paper will be published mid-November 2024. This shares Xoserve's perspectives on code reform within the industry. Building on the draft license conditions from DESNZ and Ofgem, we want to share from our perspective what we think code management should do and what success looks like. The paper is due to be published as a piece of thought-leadership and is not a proposal for how Ofgem will go about introducing a Code Manager.

Thank you

xoserve

MOORHOUSE
AN EXPLEO COMPANY