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Andrew Venn
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Dear Andrew

Forward Work Programme 2015-16

Thank you for the opportunity to respond to Ofgem's consultation on its proposed Forward Work Programme ("the Programme") for 2015-16. We welcome this initiative to provide stakeholders with increased visibility of Ofgem's plans and priorities for the year ahead.

We do not have any specific comments on the individual initiatives and deliverables as set out in the Programme, but would like to make some observations on the potential to gain additional value both for Ofgem and for the industry from the development and communication of a forward plan.

Our work with the industry Change Overview Board to develop a Gas Central Services Change Horizon ("the Change Horizon") has highlighted the value of developing a common view amongst stakeholders not only of future change workload but also of the relative priorities of different initiatives and the extent and nature of their interaction. This in turn is leading to constructive discussion about the opportunities for efficiency and synergy through the co-ordinated development of interdependent initiatives, and the development of strategies for avoiding the risks associated with change congestion. The Change Horizon is published by the Joint Office of Gas Transporters, and the most recent edition is available for review [here](#).

Our aim is to encourage stakeholders to look further ahead than the next twelve months, and to consider initiatives whose implementation lies two or three years ahead. In the event that a change of approach is desirable in order to achieve greater delivery efficiency or necessary to mitigate a change congestion risk, this gives stakeholders a meaningful window of opportunity to influence future direction. Our experience to date is that we have generally found stakeholders to be engaged and interested in our approach.

We are happy for you to publish this letter. If you would like to discuss further any of the points raised, please contact Martin Baker, External Affairs Manager on 0121 623 2692 or e-mail martin.baker@xoserve.com.

Yours sincerely

Nick Salter

Head of Industry Engagement

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