

INNOVATIVE APPROACH TO POLICY DOCUMENT MANAGEMENT

END OF PROJECT REPORT



30/01/2026

METYIS

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PROJECT OVERVIEW

Innovative Approach for Policy Document Management

THIS DOCUMENT

This document serves as an Executive Summary of the Innovative Approach to Policy Document Management Project.

This document will detail the project approach, main learnings, and recommendations. However, some contextual detail has been redacted due to the inclusion of safety-critical, regulatory, and commercially sensitive information.

THE STRATEGIC CONTEXT

Government ambitions for Net Zero are accelerating National Gas' transition towards a three-molecule future. Significant work is already underway to generate technical evidence and knowledge to support the repurposing, design, operation, and maintenance of assets under new operating conditions.

To meet evolving health and safety regulatory requirements, National Gas need to demonstrate that it can operate safely under these new conditions, supported by appropriate Tier 1 and Tier 2 documents.

Tier 1 documents are UK-level Health and Safety standards, such as National Gas's GSMR Safety Case. Tier 2 documents include policies, management procedures, specifications and work procedures – some of which feed the overarching Tier 1 documents.

National Gas recognises that its current ways of working, while effective for business-as-usual methane operations, were not designed for the scale, pace, and complexity of a Net Zero transformation. In particular:

- Safety-critical knowledge can be concentrated within individuals and informal networks, increasing key-person dependency as change accelerates
- Documentation and evidence are fragmented across teams and systems, limiting traceability and confidence in how risks are managed
- Governance and capacity models are aligned to BAU operations, and may not scale to support a three-molecule future without targeted change

Without a more coherent framework and governance approach, there is a risk that safety evidence becomes harder to maintain, interpret, and apply consistently, reducing confidence in Safety Case (Tier 1) readiness for Net Zero operations and slowing progress towards regulatory assurance.

THE PROJECT OBJECTIVE

The objective of this project was to assess and strengthen National Gas' readiness to manage safety-critical (Tier 1 and 2) documentation in support of a safe, scalable Net Zero transition, ensuring that evidence is trusted, usable, and easy to maintain across evolving regulatory requirements.

Confidential – for discussion purposes only



In doing so, the project examined current structures, processes, and ways of working for policy document management, identifying where changes are required to support future compliance. The assessment considered ways of working, digital enablement, and supporting structures as an integrated system for regulatory assurance.

This informed a sequenced path forward to address the most critical gaps and enable sustained readiness as Net Zero activity scales.

THE APPROACH

The project was delivered in a series of structured phases, designed to progressively deepen understanding and reduce delivery risk - moving from visibility, to readiness, to action.

Note: Phase 2 and 4 were delivered in parallel to ensure that digital considerations informed Phase 3 roadmap development.

- **Phase 1: Organisational survey**

Established a single, end-to-end 'as-is' view of how safety and compliance operate today across Tier 1 and 2 documentation, surfacing any structural gaps and dependencies that are not visible within individual teams.

- **Phase 2: Net Zero readiness**

Assessed the 'to-be' requirements of National Gas' three-molecule strategy, assessing and identifying critical gaps where additional evidence, governance, or capacity may be required.

- **Phase 3: Roadmap to Net Zero compliance**

Translated the insights into a sequenced, owned path to Net Zero compliance readiness, aligning regulatory requirements, organisational capacity, and delivery priorities.

- **Phase 4: Digital systems to enable transition**

Identified and reviewed digital tools in the market that could support this transition, to modernise existing processes of document handling, version control, and access.

- **Phase 5: Reporting Phase**

Consolidated project outputs into a coherent evidence-led foundation to support safe and confident progress towards Net Zero operations.

THE FINDINGS

Across the project, the assessment identified a set of systematic patterns affecting readiness – particularly reliance on tacit knowledge, knowledge fragmentation and dissemination, and cross-functional silos.

Key findings by phase are summarised below:

- **Phase 1: Organisational survey**

- Tier 1 and Tier 2 dependencies and change pathways are not consistently visible end-to-end, increasing reliance on informal coordination
- SMEs play a central role in interpreting requirements and identifying change impacts, creating key-person dependency
- Fragmentation across systems and access constraints can make version control and change impact assessment more difficult

- **Phase 2: Net Zero readiness**

- Evidence and documentation readiness is uneven across gases, reflecting differences in maturity and available mapping
- A consolidated evidence-to-policy view had not yet been consistently established across all areas, at the time of assessment
- The three-molecule strategy is expected to require capacity beyond BAU operating models, particularly for evidence validation and Tier 2 updates

- **Phase 3: Roadmap to Net Zero compliance**

- While milestone dates may evolve, the underlying Tier 1 and Tier 2 activity set is broadly stable, enabling structured sequencing and resourcing
- Delivery risks vary by gas (e.g., regulatory maturity, funding drivers, and ownership), requiring differentiated planning
- Four levers materially influence readiness effort and sequencing: document rationalisation/prioritisation, ownership clarity, capacity, and enabling digital foundation

- **Phase 4: Digital systems to enable transition**

- Cross-functional vendor demos helped validate usability and fit against National Gas' needs for traceability, control, and adoption
- ConvergePoint was identified as the strongest near-term fit, subject to formal procurement and scalability validation

1. PHASE 1: AS-IS Process Mapping

1.1 OVERVIEW

Phase 1 established a single, end-to-end view of how safety and compliance operate today across Tier 1 and Tier 2 documentation at National Gas, focusing on how regulatory requirements are translated into Safety Cases, policies, procedures, and operational activities in practice.

What the project found

- Compliance processes rely heavily on tacit knowledge and informal coordination rather than explicit, embedded ownership creating fragility during staff turnover and organisational change
- Accountability for change identification and document updates across Tier 1 and 2 documentation may be inconsistent and is often unclear
- Compliance assurance is hampered by multiple sources (SharePoint, MAXIMO, informal discussions), with no single source of truth

Why it matters

- Creates a clear baseline of existing **ownership and accountability**
- Surfaces structural risks that could compromise compliance assurance as regulatory complexity increases
- Identifies where targeted change and digital enablement could reduce risk and improve consistency

1.2 THE APPROACH

What this phase tackled

Phase 1 established an end-to-end view of Tier 1 and Tier 2 documentation management – specifically, how health and safety regulatory requirements are translated into Safety Cases, policies, procedures, and operational activities. Key areas of interest included ownership, handovers, dependencies, and assurance points across the process.

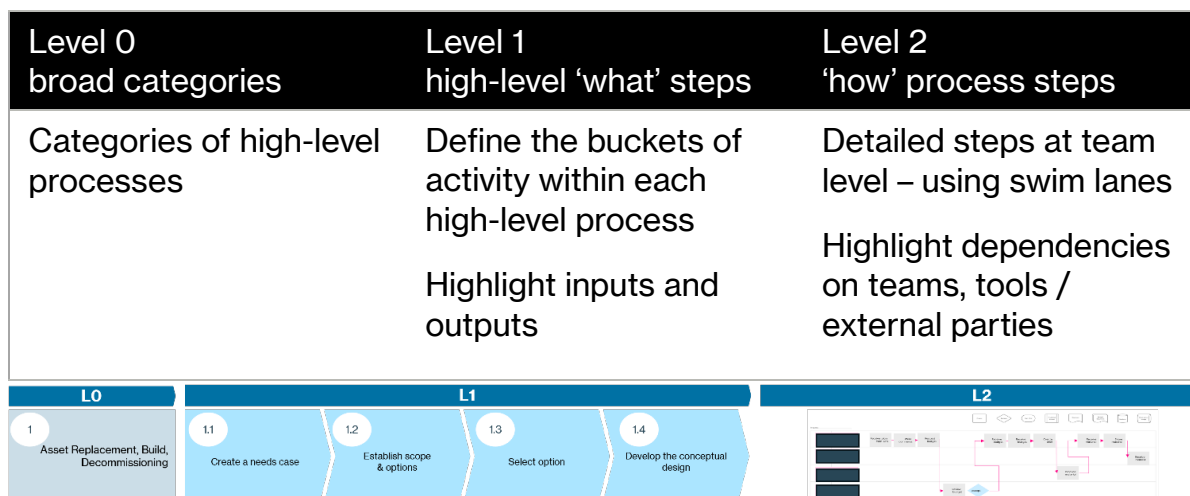
How the project approached it

The work was delivered through structured, cross-functional workshops and interviews to ensure that the ‘as-is’ view reflected real ways of working rather than assumptions:

- Relevant functions across Safety, Engineering, Asset Management, Operations, and Innovation were engaged
- High-level compliance processes were mapped end-to-end and progressively refined to surface ownership, dependencies, and pain points across Tier 1 and Tier 2 documentation
- Findings were tested and validated through follow-up sessions with subject matter experts to confirm accuracy and completeness
- Outputs were consolidated into a single, coherent compliance map aligned to applicable health and safety regulations

A full list of stakeholders engaged is provided in the Project Appendix.

Process mapping was developed across Level 0 (process categories), Level 1 (end-to-end steps), and Level 2, which look as follows:



1.3 THE FINDINGS

Overview

Across Phase 1, the key pain points identified were not isolated process failures but reflected potentially systemic weaknesses in how the Safety Case is understood, governed, and operationalised across the organisation.

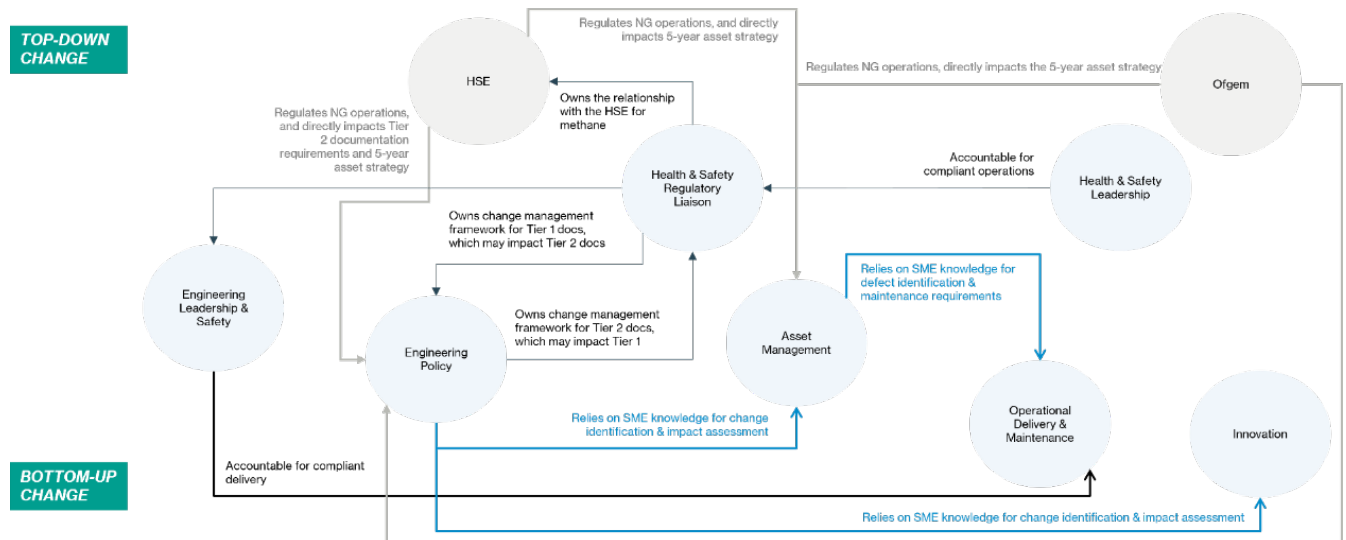
1. **Purpose:** The purpose and role of the Safety Case are not consistently understood or embedded in day-to-day activities. It is often perceived as a static regulatory check-box rather than a living framework that informs operational decision-making. For example, there is a limited shared understanding of the regulatory scope of the Safety Case (including how GSMR and other regulations interact).
2. **Governance:** Governance arrangements do not consistently support effective identification, assessment, and management of change across Tier 1 and Tier 2 documentation. In particular:
 - a. Teams are uncertain of any specific dependencies on regulations (which may be contradictory), and internal Tier 2 documents
 - b. There is a lack of well-enforced change management for Tier 2 & Safety Case amendments / resubmission cycles, in lieu of auto-flagging
3. **Ownership:** Ownership of compliance activities and documentation is fragmented across functions and roles, with heavy reliance on subject matter experts to bridge gaps in accountability – which is demonstrated in the next section.

4. **Access, structure, and version control:** The way safety-critical documentation is structured, accessed, and maintained limits its usability as an assurance tool. In particular, confidentiality limits usability for functions. National Gas has historically struggled to ensure that teams can access documents 'at the right level' across multiple platforms - and as a result, the majority of the business have never read the Safety Case.

Key responsibilities and interdependencies

As mentioned above, the organisational survey found that compliance ownership is fragmented across functions, with a heavy reliance on subject matter experts to bridge gaps in accountability and knowledge.

To illustrate this, **high-level interdependencies** within the compliance process **were mapped**, distinguishing between top-down and bottom-up documentation change:



This mapping revealed that responsibilities span multiple internal and external functions, with no clear end-to-end owner.

For example, Engineering Policy own the change management framework for Tier 2 documents, which impact Tier 1 documentation (such as Safety Cases), though there is no holistic ownership of interdependencies across documentation Tiers.

Similarly, the project specified the **high-level compliance responsibilities across the National Gas organisation**.

Process map – key insights

The project detailed the 'as-is' compliance processes within National Gas – from Level 0 to Level 2.

This reinforced findings of potentially systemic issues in how Tier 1 and Tier 2 documentation is understood, governed, and operationalised across the organisation.

Example | High-level Level 0 processes and key insights:

Category	Objective	Why this matters	Key insights
Set the rules			
1	Tier 1 Document Compliance	Maintain Tier 1 documents – ensuring they are fully compliant with legislation and regulation	Demonstrates compliance, reassures regulators
			Low awareness of Tier 1 docs (purpose, ownership, dependencies)
			Hard to maintain, no real-time updates
			Heavy reliance on SMEs to flag gaps
2	Tier 2 Document Lifecycle Management	Govern Tier 2 standards and bulletins to ensure technical compliance and consistent operational guidance	Keeps operational practices compliant and reduces process-related errors from outdated guidance
			Heavy reliance on SMEs to flag gaps
			Unclear accountability (e.g. owners)
			Lack of regulatory and Tier 2 referencing and auto-tagging makes change impact hard to track
			No real-time updates; forced choice between bulletins or backlog

2.PHASE 2: Net Zero Readiness

2.1 OVERVIEW

Phase 2 established a consolidated view of National Gas's Net Zero readiness from a safety evidence and documentation perspective, building on the structural baseline identified in Phase 1. The phase focused on understanding how existing and emerging evidence, projects, and documentation will support regulatory assurance across a three-molecule future.

What the project found

- Net Zero evidence and documentation are distributed across multiple teams, projects, and systems, and **have not yet been fully consolidated into a single, end-to-end view** aligned to Tier 1 and Tier 2 documentation
- **Readiness varies by gas type**; Hydrogen activity was more mature than CCUS at the time of assessment
- The assessment also identified completed projects that present a **near-term opportunity to embed evidence into policy** and documentation updates

Why it matters

- As Net Zero activity accelerates, the **volume and complexity of evidence** required to support regulatory assurance will **increase**
- Without a more integrated view of evidence, documentation, and ownership, it becomes harder to prioritise, demonstrate completeness, manage change with confidence, and provide timely assurance to regulators
- Establishing a consolidated baseline of readiness is a necessary step to inform sequencing, resourcing, and governance decisions for Net Zero delivery
- This Phase delivers the **first consolidated safety readiness assessment** across CCUS, 100% Hydrogen, and blends

2.2 THE APPROACH

What this phase tackled

Phase 2 provided the first consolidated evidence base, and therefore, exposed critical gaps, dependencies, and blockers for the transition to Net Zero.

This included:

- A consolidated evidence map across gases, projects, and safety criteria
- An assessment of evidence readiness against agreed safety criteria and Tier 1/2 documentation
- Identification of the biggest evidence gaps and blockers

How the project approached it

Previous findings informed the work:

Phase 1 provided the structural baseline (ownership, accountability, and end-to-end compliance processes), which informed a targeted assessment of Net Zero evidence readiness and documentation implications.

Phase 2:

During Phase 2, the project engaged cross-functionally with 13 SMEs, ensuring that the safety readiness assessment reflects real progress against Net Zero.

Specifically:

- Inputs were gathered from relevant teams across Innovation, Safety, Engineering, and Asset Management to reflect current practice and expert judgement
- Existing Net Zero projects were reviewed and compared against Tier 1 and Tier 2 documentation and agreed safety criteria
- Findings were iteratively validated with stakeholders and consolidated into a single readiness assessment aligned to applicable regulatory frameworks, based on the best available information at the time of the assessment

A full list of stakeholders engaged is provided in the Project Appendix.

2.3 THE FINDINGS

Overview

Phase 2 considered two dimensions of Net Zero compliance readiness:

1. **Operational readiness:** For example, assessing the relevant capacity, ownership, and governance mechanisms that enable National Gas to manage the Net Zero transformation effectively.
2. **Evidence readiness:** For instance, understanding the
 - a. Perceived criticality of evidence vs. project coverage
 - b. Project linkage to Tier 2 documentation

The findings reflect an evaluation of current readiness and maturity, based on SME engagement and a review of available documentation at the time, rather than a statement of compliance or non-compliance.

The findings have been redacted, due to sensitivities.

3.PHASE 3: Roadmap to Net Zero

3.1 OVERVIEW

Phase 3 translated the future-state insights from Phases 1, 2, and 4 into a structured implementation plan, defining clear sequencing, ownership, and resourcing requirements.

It ensured that National Gas felt ready to progress by breaking down ambiguity into actionable building blocks - fundamentals, system enablers, and operational accelerators.

What the project found

- **Milestone activities are broadly fixed, even if dates move:** Underlying activities for Tier 1 and 2 documentation readiness remain relatively constant - giving a stable basis for sequencing and resourcing
- **Despite this, delivery risks differ by gas:** Regulatory ambiguity, funding, and ownership vary - requiring some level of gas-specific planning
- **Four readiness levers drive effort:** Document rationalisation/prioritisation, ownership, capacity, and digital accelerators materially influence workload and sequencing

Why it matters

- This creates the first time National Gas has had an integrated view of the interdependencies and readiness across gases, documents, people, and systems in their push towards Net Zero
- Though dates may shift, the underlying activities and dependency logic do not – providing clarity and confidence to continue progressing the right direction
- This provides a stable reference for delivery effort and sequencing - underpinning the roadmap and resourcing model

3.2 THE APPROACH

What this phase tackled

Phase 3 transformed previous learnings into an actionable plan with clear ownership to enable the transition to Net Zero.

The scope focuses on the Safety Case and Tier 2 documentation, and, by extension, compliance. It must be appreciated, however, that achieving readiness and compliance requires substantial evidence of safety – which is therefore also taken into consideration.

The Phase sought to turn ambiguity into clear, actionable building blocks. For instance, it looked to ensure that National Gas are ready to progress with the transformation despite the fact that:

- The regulatory environment remains uncertain, with multiple moving parts
- Evidence and ownership vary across gases
- Priorities and critical path are not yet clearly defined
- Funding and therefore, gaps create delivery risk

To do so, the project delivered

1. Roadmap to Net Zero readiness

Consideration of critical path, dependencies, and underlying assumptions

2. Work packages

Detailing the key initiatives, capabilities and change required to deliver

3. Resource justifications

Assuming the requirements for resource and potential for efficiencies

What Net Zero readiness means

For National Gas, readiness means confidence across gases, people, process, and systems, where each layer strengthens the others.

The goal:

National Gas can act confidently, ensuring the Net Zero transmission is managed safely and is compliant with the regulatory framework.

People

Confidence starts with people: bandwidth, and relevant skills.

Uplift from digitisation shapes what's realistic, when.

Process

Clarity of ownership and accountability is critical to sustain efficiency.

How the programme work will evolve as systems change.

System

Tools aren't just enablers; they help define how the operating model will work, and who's involved.

Decisions shape capacity, capability, and process.

Evidence & Governance

Confidence depends on full, traceable evidence, relevant documentation, clear ownership, and shared accountability. This turns activity into assurance.

How the project approached it

Previous findings informed the work:

Phase 1 established a baseline of ownership, accountability, and structural risks for safety and compliance. These systematic and structural pain points, therefore, informed the proposed work packages, resource justifications, and

digitally-enabled process recommendations – that also serve as a foundation for Phase 4.

Phase 2 provided the first consolidated evidence base for Net Zero, and therefore, exposed critical gaps, dependencies, and blockers for the transition to Net Zero. This analysis served as a key input for any evidence-building building blocks to readiness, and highlighted areas wherein National Gas need to act quickly.

During Phase 4, the project identified that digital foundations aren't optional - without them, fragmentation and tacit knowledge threaten the safe Net Zero delivery. The recommended tool, and relevant next steps were considered in the Phase 3 work packages and accompanying roadmap.

Phase 3:

Phase 3 was delivered through structured workshops, validation sessions and offline work:

- Identified regulatory requirements and nuances by gas to highlight the legislative consultation and change requirements
- Determined the high-level building blocks for Net Zero readiness, which could be structured into fundamentals, system enablers, operational accelerators
- Mapped key dependencies, clarified activities, ownership, and activity length – per gas

Delivery was supported by a cross-functional team (across Innovation, Safety, Engineering, Asset Management, and other SMEs) whereby the roadmap and accompanying resource justifications were progressively refined to build confidence.

Outputs were then consolidated into a single, consolidated roadmap to readiness, across gases, and enablers.

3.3 THE FINDINGS

National Gas have struggled to deliver a holistic plan for the transition to a safe, compliant Net Zero operation, and therefore, to properly mobilise and coordinate efforts.

In part, this is because risks differ by gas, with regulatory ambiguity, funding, and ownership varying in ways that require gas-specific planning.

Through this project, it was found that effort is driven by four readiness levers - document rationalisation and prioritisation, ownership, capacity, and digital accelerators - which materially influence workload and sequencing and therefore, underpin both the roadmap and the resource model.

1. **Gas-specific risk:** The gases in the 3-molecule strategy carry risk - the roadmap is an opportunity to understand the holistic plan and identify avenues for coordination or dependency
 - a. Delivery risk: This could necessitate cross-project sharing - for instance, in terms of Holistically planning across molecules
 - b. Regulatory: This requires legislative change and consultation, for each molecule – which act as key dependencies
2. **Readiness levers:** The levers drive effort, and define what must be true for a timely, compliant transition
 - a. Document rationalisation and prioritisation
 - b. Ownership and accountability
 - c. Resourcing: capacity and capability
 - d. Digital process accelerators

3.4 THE RECOMMENDATIONS

Firstly, to support a safe and scalable transition, **the project recommends a single, consolidated roadmap** that brings together:

- What must be done and when (the key activities required for Safety Case & Tier 2 readiness)
- Where effort should be focused (the priority work packages)
- Clear ownership and accountability (who leads, who enables)
- The levers that accelerate delivery (capacity, digital tools)

Secondly, to drive consistent cross-functional delivery clarity and confidence, **the project recommends the use of the critical work packages**, detailing:

- Ownership
- Scope
- Principles
- Estimated duration
- Dependencies
- Key activities
- Teams involved

Thirdly, to combat the capacity risks outlined throughout the programme, an **adjustable resourcing plan was drafted for the 3-molecule future:**

The model balances

- Delivery load – e.g. documentation volume
- Potential efficiencies – driven by rationalisation and digitization

- Expectation for three molecules

Finally, to protect momentum, **dedicated transformation management capability is critical**, supporting activities such as:

- Change management
- Escalation
- Project management
- Capacity control

Single, consolidated roadmap

The roadmap was anchored on the proposed build milestones, at the time of assessment. It was determined that, in order to ensure safe and compliant operations, National Gas would submit and approve the related Safety Cases prior to any official build.

Therefore, the project could work back from these dates, understanding the crucial levers for delivery, and the proposed sequencing of events.

The high-level roadmap is as follows:



This is only illustrative. The project developed a full, dynamic, Gantt chart across gases- with owners, dependencies, and enabling activities.

Please note: the exact phasing will depend on validated efficiencies, system readiness, and team capacity, but this logic guides the order of effort.

Cross-functional work packages

To bring the roadmap to life, the project defined critical work packages, breaking the work up into smaller next steps, to drive delivery confidence through ambiguity.

For example, work packages were developed for the following critical activities:

Document rationalisation

Purpose of the work package: To reduce size and complexity by identifying documents that can be removed, merged, or lightly adjusted without recreating new policies so the overall update effort is lower and more manageable.

System initiation

Purpose of the work package: After finding, evaluating and recommending digital enablers, to initiate the onboarding of the vendor through a formal procurement and IT governance process, while ensuring that the organisation is ready for the change.

Resource model

While defining the required activities is necessary, capacity constraints had previously been identified – and serve as the key to unlocking the significant work associated with the three-molecule future.

To address this, the project developed an adjustable resourcing model aligned to the predicted capacity and capability required. Simple in its core design, the model is nuanced through scenario-based analysis, providing a clear and credible direction of travel.

Purpose:

The model estimates the total effort required to update and prepare documentation for the Net Zero transition, and evaluates how much that effort could be reduced through:

- Document rationalisation
- AI-enabled efficiency (reducing days per document)

Ultimately, it answers two strategic questions:

1. What is the documentation effort for Net Zero (across the 3-molecule strategy)?
2. How much effort can be saved through rationalisation and AI Copilot efforts? Based on scenario ranges

Please note: the project assumed no additional capacity for evidence gathering, as most of the evidence is in progress.

Dedicated transformation management

Through the project has detailed the required building blocks, such as:

- Initial roadmap
- Work packages for critical activities
- Named owners
- Indicative resourcing view

Without dedicated transformation management, delivery momentum for the three-molecule future will be at risk. Sustained focus beyond the end of this project is essential to accelerate progress towards Net Zero with pace and confidence.

Transformation Management will provide a structured governance approach to sustain momentum and accountability, enabling:

1. Single-point leadership and escalation mechanisms

- Leadership engagement, with well-defined routes for escalation
- Clear accountability across gases

Secures leadership buy-in and continued support for delivery

2. Execution-ready governance

- Clarity over decision-rights, and milestones
- Clear structure of working

Ensures clear structure and accountability during the transformation

3. Integrated delivery clarity and control

- One consolidated roadmap, providing a shared view of progress
- Dependency/ risk management, and delivery coordination

Provides visibility and coordination of all delivery activities

4. Change management and communications

- Structured engagement and communications approach
- Adoption embedded into milestones and ways of working

Drives understanding and alignment across the business

5. Active resourcing and capacity control

- Dynamic FTE-needs tracking
- Early warnings on resourcing or delivery risk

Clarifies scope, ownership, and priorities for effective execution

4. PHASE 4: Digital Systems Review

4.1 OVERVIEW

Phase 4 assessed whether digital enablement could credibly address the fragmentation, traceability, and ownership challenges identified earlier in the project, and support more consistent management of Tier 1 and Tier 2 documentation as Net Zero activity increases.

What the project found

- Current document and procedural systems are fragmented, limiting end-to-end traceability and audit readiness
- The market offers viable tools, but most require customisation to handle the scale and regulatory complexity of National Gas' environment
- Specialist compliance and policy management tools appear better suited than general document collaboration platforms to support traceability, change control, and regulatory assurance, subject to further validation through procurement

Why it matters

- As Net Zero activity increases, the volume and pace of regulatory change will place greater strain on existing manual and SME-led compliance processes
- Without a stronger digital foundation, fragmentation and tacit knowledge will continue to limit National Gas' ability to maintain a trusted, auditable, and scalable Safety Case framework
- Selecting the right digital backbone is a key enabler for consistent compliance, regulatory assurance, and long-term Net Zero readiness.

4.2 THE APPROACH

What this phase tackled

Phase 4 explored digital solutions that could strengthen document handling, version control, access, and traceability for safety-critical Tier 1 and Tier 2 documentation.

The objective was to determine whether an appropriate tool could support National Gas to:

- Maintain a more consistent line of sight between evidence, policies, and Safety Case obligations
- Reduce reliance on informal coordination for change management and approvals
- Strengthen auditability and traceability across safety-critical documentation

How the project approached it

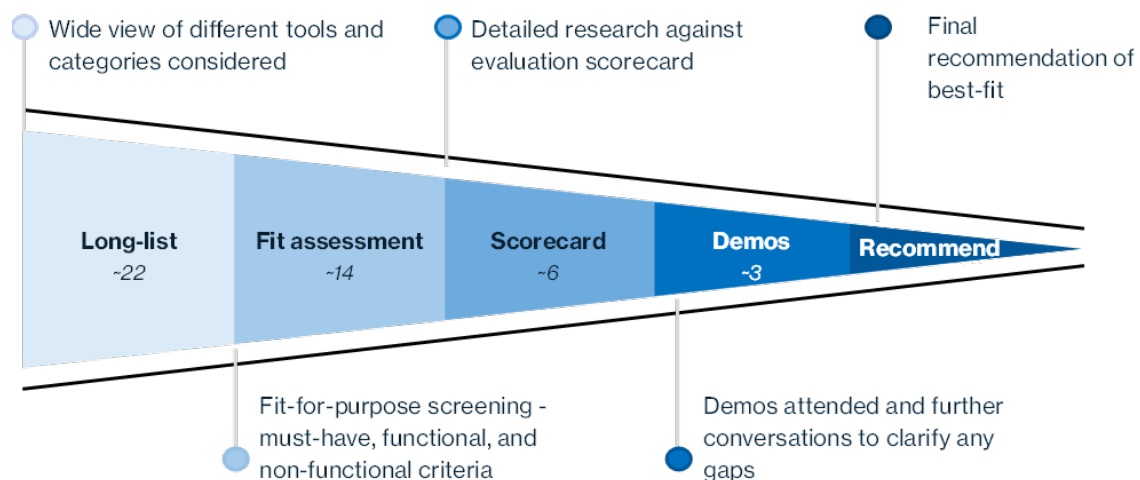
Phase 4 requirements were informed by Phase 1 findings, including: ownership fragmentation, limited traceability, and reliance on tacit knowledge.

To avoid duplication and ensure consistency across related initiatives, Phase 4 aligned its evaluation criteria and market scan with parallel programmes (including the Procedural Management Solution discovery project). Therefore, shared “must-have” requirements were used as a baseline, with additional needs incorporated based on the programme’s findings.

Outputs from the market scan were consolidated and handed over to support ongoing solution development where required.

Overall, the Phase applied a structured evaluation funnel, which:

- Defined evaluation criteria (must-haves, non-negotiables, and weighted scoring) aligned to Tier 1 and Tier 2 governance needs
- Conducted a market scan and long-list assessment
- Shortlisted options for deeper evaluation using a scorecard and cross-functional vendor demonstrations
- Consolidated findings and identified a preferred option, subject to procurement and further validation



Stakeholders and evaluation artefacts are provided in the Appendix.

4.3 THE FINDINGS

Short-listed vendors

Following the market scan, the project progressively narrowed options from an initial long list to a smaller set of vendors for detailed assessment.

- A structured scan reviewed 22 tools, narrowing to 14 based on initial fit
- Six vendors were then evaluated in detail against the weighted scorecard
- Security posture was reviewed using BitSight security scores, consistent with National Gas' preferred method.

Weighted scorecard (summary)

The scorecard assessed fit across three dimensions:

- **Technical** (30%): interoperability, security, search, versioning, configurability
- **Operational** (30%): usability, workflows, scalability, admin support, TCO
- **Strategic** (40%): regulator outputs, traceability, track record, time to value

ConvergePoint and M-Files scored strongest overall, with Mitrates also performing well on workflow maturity. Diligent was de-prioritised due to a lower BitSight score relative to the programme's threshold and weaker confidence from vendor engagement.

The scorecard assessment is as follows:

Evaluation scorecard		ConvergePoint	Mitrates	M-Files	Diligent	MetricStream	OpenText
Technical 30%	Interoperability & APIs	●	●	●	●	●	●
	Security & access	●	●	●	●	●	●
	Search/ smart features	●	●	●	●	●	●
	Versioning & audit	●	●	●	●	●	●
	Configurability	●	●	●	●	●	●
Operational 30%	Ease of use	●	●	●	●	●	●
	Workflows	●	●	●	●	●	●
	Scalability	●	●	●	●	●	●
	Admin support	●	●	●	●	●	●
	Total Cost of Ownership	●	●	●	●	●	●
Strategic 40%	Regulator outputs	●	●	●	●	●	●
	Traceability	●	●	●	●	●	●
	Track record	●	●	●	●	●	●
	Time to value	●	●	●	●	●	●
BitSight security scores		780	740	780	720	770	n/a
Total weighted score		72%	69%	72%	68%	68%	66%
Fit for National Gas		Strongest overall fit			N/A		

4.4 THE RECOMMENDATIONS

Recommended solution (subject to procurement validation)

Cross-functional vendor demonstrations provided additional insight into how shortlisted tools perform against real workflows and day-to-day usability needs.

Based on the combination of:

- Weighted scorecard results
- Environment fit
- Implementation pathway
- Working group feedback

ConvergePoint was identified as the strongest near-term fit, subject to formal procurement validation and further scalability testing.

What is ConvergePoint?

ConvergePoint is a SharePoint-based policy and compliance management platform designed to help organisations centralise and manage policies, procedures, and governance workflows, including audit trails, version control, and controlled distribution.

Why it was identified as the strongest-fit

- **Environment fit:** Sharepoint-native, enabling adoption without large-scale migration and using existing permissions and access models
- **Time to value:** Lower implementation friction, enabling incremental roll-out and faster path-way to go live
- **Compliance usability:** Strong alignment to policy governance workflows and traceability needs compared to general collaboration tooling

Recommended next steps

To progress with this recommendation, National Gas will continue the conversation with the vendor. **The project highlighted the following key questions for a go/no-go decision:**

Vendor questions:

1. **Does it deliver** upon National Gas's real Tier 1 and 2 priority use cases?
2. Is it **practical**, intuitive, and usable **for National Gas** users?
3. What is the **estimated total contract value** with the vendor?

Internal governance questions:

1. Will the contract, therefore, enter a **formal, regulated procurement process**?
2. Who is the **ultimate decision-maker** from the National Gas side?

3. **Who** are the potential **users**, and are there **other use-cases**, e.g. metering?

Finally, the project outlined a five-step approach to implement and sustain the change. These steps were incorporated into the Phase 4 readiness roadmap, with the note that DFN could serve as an effective interim solution:

- 1. Change readiness**

- Define to-be processes
- Pilot and evaluate – User Acceptance Testing
- Develop a comprehensive implementation plan
- Engage future end-user to establish common understanding of the change

- 2. Deploy the change**

- Confirm final readiness by ensuring resources in place
- Launch the change through clear communication
- Activate the new processes and ways of working
- Provide hypercare support

- 3. Embed the change**

- Clearly communicate, reinforce “why”
- Enable the change through role-based training and resources
- Reinforce new behaviours and WoW
- Monitor adoption and manage resistance

- 4. Measure and evaluate**

- Define success metrics
- Collect data and insights
- Assess impact by comparing results against targets
- Share findings to celebrate wins and highlight areas for improvement

- 5. Adapt and improve**

- Establish a continuous improvement taskforce
- Identify areas for improvement
- Make targeted adjustments - refine adoption approaches
- Embed a culture of continuous change