

Go/No Go (GONG) Criteria and Assessment Framework **Project Nexus**

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Management Summary

This document is one of a set of three documents that have been issued in support of Ofgem's 2 June 2016 consultation to consider alternative options for a successful implementation of Project Nexus. The three documents are:

1. PwC Project Nexus Positioning Paper

Analysis of the risks to Project Nexus go-live on 1 October 2016 and consideration of the alternative implementation scenarios. This has been informed by the PwC Deep Dive Review into Xoserve's delivery of the central solution.

2. Project Nexus Planning Scenarios

Alternative planning scenarios for Project Nexus. The aim of the scenarios is to present an analysis of the different delivery approaches in order to facilitate a decision on the most appropriate timeline that balances the desire of all parties for an early delivery against the risk to consumers and the market.

3. Project Nexus Go/No Go (GONG) Criteria and Assessment Framework

Describes the Go/No Go (GONG) framework and assessment approach that will be used to support the decision to proceed with go-live on an agreed date and to commence with the associated cutover plans.

Introduction

Project Nexus is a complex, multi-party project which will introduce new settlement processes and systems to the gas industry. This document describes the GONG framework and assessment approach that will be used to support the decision to proceed with go-live on an agreed date and to commence with the associated cutover and transition plans.

Project Nexus Success Factors

Project Nexus will be successful if it delivers a fit for purpose gas settlement solution which supports pan-industry requirements, is stable and sustainable and enables a positive consumer experience. In order to demonstrate that Project Nexus can meet these objectives, Ofgem have developed the success factors below.

Nexus

Driving towards successful outcomes for consumers and the industry

Project Nexus will be successful if it delivers a fit for purpose gas settlement solution which supports pan-industry requirements, is stable and sustainable and enables a positive consumer experience.



In order to assess whether these success factors will be met, a set of GONG criteria and an assessment framework have been developed. These are described briefly below and in further detail in the remainder of the document.

GONG criteria and GONG Assessment Framework definition

The GONG criteria are the standards and progress (with programme activities) that Market Participants are required to achieve by a point in time in the implementation, to enable the achievement of the Project Nexus Success Factors outlined above, by the agreed implementation date.

The Assessment Framework sets out, how and when the industry will be assessed against the criteria and how the results will be analysed to feed into the final GONG decision.

Why are GONG criteria and the GONG assessment framework needed?

The GONG criteria and framework are required to support an effective evaluation of readiness across the complex, multi-party Project Nexus programme. Project Nexus requires clear and effective co-ordination of the assessment of the readiness of systems, processes and people change across the forty or so organisations involved, including Xoserve who are delivering (and will be maintaining) the centralised, core systems for Project Nexus. They are particularly pertinent in a ‘fix forward’ cutover scenario where, once transition is commenced, there is no fall-back position.

The GONG Assessment Framework

The GONG Assessment Framework will be used to assess individual organisations’ readiness and to aggregate this up to an overall view of market readiness. The organisations assessed are Xoserve and the Market Participants who are defined as either Shippers, Gas Transporters (GTs) or Independent Gas Transporters (iGTs). The GONG Assessment Framework will provide a mechanism to capture both qualitative and quantitative evidence and provide the Project Nexus Steering Group (PNSG), the information and confidence to make a clear recommendation.

The assessment framework will include three separate assessment points entitled G1, G2 and G3 (which will be shown on the industry plan). Assessments G1 and G2 will allow tracking towards the final assessment at G3 in order to provide visibility of the trajectory to go-live and allow mitigating actions to be taken, where either Xoserve or Market Participants, are not making sufficient progress towards attainment of the GONG criteria.

The assessment process

At each assessment point organisations will be asked to self-assess their attainment of criteria relevant to that assessment point and provide a forecast assessment for future points. For example at G1, organisations will be asked to self-assess against the G1 criteria and forecast their likely status at G2 and G3.

To ensure that Xoserve and Market Participants interpret and self-assess their progress and readiness in a consistent manner, PwC will conduct a targeted programme of assurance activity around the GONG criteria information provided by Xoserve and Market Participants. This may include site visits by PwC and other assessments to ensure that a consistent interpretation has been taken by Xoserve and Market Participants.

Aggregation to a market-wide assessment

Individual organisations' assessments will be combined to form an overall market-wide assessment. Once Xoserve have declared as "ready", it is unlikely that all Market Participants will also be able to declare "ready". It is also possible that, in aggregate, the mitigations across the market present an unacceptable level of risk. A minimum acceptable level of readiness will, therefore, need to be defined in terms of type, number and size of Market Participants who declare as "ready". The Transition Progress Group (TPG), will be asked to make recommendations to the PNSG on minimum levels that will be applied during the GONG assessment.

GONG Assessment Reporting and the final GONG decision

At each GONG assessment point (and periodically in between), PwC will produce an assessment report that will be presented to the PNSG. This assessment report will include:

1. An overall statement of attainment of the GONG criteria at the assessment point;
2. An overall statement of the forecast attainment of the GONG criteria at future assessment points;
3. Recommended mitigating actions that the programme should take to remediate any issues relating to criteria attainment (actual or potential future issues);
4. A recommendation on whether to proceed with the current schedule or re-plan. In the case of the final G3 assessment, this will effectively be a go-live recommendation; and
5. Recommendations on any deep dives to address systemic readiness issues.

Ofgem, as chair of the PNSG, will have the final GONG decision, however, as with all PNSG decisions, the ambition is for the decision to be made by consensus.

The GONG Criteria

The GONG Criteria are aligned to the success factors above. For each criteria the following are defined:

- **Criteria description:** a description of the criteria and its objective;
- **Applicable organisations:** whether the criteria applies to all organisations or just to Xoserve or Market Participants; and
- **Assessment point thresholds of readiness:** the thresholds that must be achieved in order for an organisation to declare readiness at each assessment point.
- **Whether the criteria relates to process, system, people or data as follows:**
 - Process: Covering the readiness of key support processes for go-live;

- Systems: Covering the readiness of systems (largely evidenced through testing);
- People: Covering the readiness of people to operate the new arrangements and systems; and
- Data: Covering the readiness of data to support the new arrangements and systems.

It is recognised that each organisation will be tracking their own go-live readiness criteria which may be at a more granular level. This framework considers GONG from an industry-wide perspective. Xoserve and Market Participants should map their detailed criteria to the industry level criteria outlined in this document.

The GONG Assessment Framework

Principles

In designing the GONG Assessment Framework and the associated criteria, the following guiding principles have been adhered to:

- **Self-assessment:** Organisations will self-assess their attainment of criteria;
- **Independent assurance:** Assessments submitted by organisations will be independently reviewed by PwC;
- **Interim assessments:** There is a clear ‘glide path’ of activity in the run-up to a successful go-live;
- **Focused:** Sharp focus on the market-critical processes and the Project Nexus Success Factors; and
- **Evidence based:** Measurable and demonstrable criteria, supporting an evidence-based assessment of readiness. Additional detail on type of evidence required will be provided as the process is defined.

The following paragraphs set out further detail on the Assessment Framework.

Assessment points

The assessment period is currently planned to operate from **July 2016 – to go-live**. The timings of G1, G2 and G3 assessments will vary according to the planning scenario that is adopted by Ofgem. The document titled “Project Nexus Planning Scenarios”, dated 2 June 2016, contains four alternative planning scenarios and for each shows the timing of the G1, G2 and G3 assessment points. Once the planning scenario is chosen the dates for G1, G2 and G3 and the criteria themselves will be finalised and approved by the PNSG. Subsequent changes or enhancements to the dates or criteria will be approved by PNSG.

It is intended that during this period there will be three formal GONG assessments (G1, G2 and G3). In between these formal assessments, expected attainment of criteria will be tracked on an ongoing basis. This approach will help to ensure visibility of the trajectory to go-live and allow mitigating actions to be taken were either Xoserve or Market Participants are not making sufficient progress towards attainment of the GONG criteria.

The final assessment point, G3, will feed in to the Project Nexus Go/No Go decision.

Assessment process

The assessment process will be based on self-assessment by organisations against the GONG criteria. At each assessment point, organisations will assess their attainment of criteria relevant to that assessment point and provide a forecast assessment for future points. For example at G1, organisations will be asked to self-assess against the G1 criteria and forecast their likely status at G2 and G3.

An organisation’s self-assessment will be by rating each criteria as either:

1. **Green** – meaning that the criteria have been attained (or for future assessments are projected to be attained);
2. **Amber** – meaning that the criteria have not been attained (or for future assessments are projected not to be attained) but, a credible mitigation plan exists to either bring attainment of the criteria back on track without affecting the critical path or develop a work around that will allow the participant to proceed in absence of attainment; or

3. **Red** – meaning that the criteria have not been attained (or for future assessments are projected not to be attained) and a credible mitigation plan does not exist. In other words, based on their current plan, the organisation will not be ready for go-live.

An organisation will be considered to have self-assessed as “ready” if it has not rated attainment of any criteria as ‘Red’. Where Market Participants have self-assessed or been independently rated as ‘Amber’, it will be expected that they provide a credible mitigation plan to bring themselves back on track.

At points in between formal assessment points, Market Participants will be asked to update their future forecast assessments and provide any updates on mitigation actions or work arounds that they have committed to in prior assessments.

To ensure that organisations interpret and self-assess their progress and readiness in a consistent manner, PwC will conduct a targeted programme of review activity (as previously conducted) around the GONG criteria information provided by Xoserve and Market Participants.

This assurance activity will take the form of:

- Reviewing the supporting evidence provided via the PwC Project Nexus portal to determine if it is in line with the expected evidence set out in this framework;
- Picking a sample of organisations to visit and inspect ‘first hand’ to understand how they have interpreted the criteria and the level of evidence they have reviewed to support their self-assessment. These visits will occur regularly throughout the assessment phase and will be with a variety of organisations split across different market sectors;
- Meetings with Market Participants and Xoserve to validate that the information provided as evidence sufficiently demonstrates that the GONG criteria has been achieved. This may include placing reliance on information provided by Baringa to support Xoserve’s assessment against the GONG criteria; and
- Undertaking specific deep dives into areas of readiness that are a cause for concern. These may address an issue within the Xoserve project or a systemic issue across Market Participants.

How it will work in practice

In preparation for the full GONG framework being deployed, PwC implemented the Market Trials entry and exit readiness assessment reviews. In order to maintain continuity, the GONG Assessment Framework will adopt a similar approach and follow the same self-assessment process. The assessment process will incorporate the following elements:

- The PwC Project Nexus portal will be enhanced to allow each organisation secure access to make their self-assessment submissions against the agreed GONG readiness criteria;
- The portal will contain the agreed criteria for each stage. PwC will provide clear guidance and work instructions for the self-assessment. Each organisation is required to submit self-assessments and supporting evidence against the criteria via the portal to support the timelines that will be established;
- PwC will deliver WebEx sessions prior to each assessment point to provide further information and guidance, and will allow for organisations to raise questions or concerns. PwC will post FAQs and any common ‘lessons learnt’ from the validation and assurance of responses;
- During the self-assessment period, PwC will continue to respond to any queries raised through the Project Nexus portal; and
- PwC will escalate to Ofgem, organisations who have not submitted their self-assessments in a timely manner, if a clear explanation has not been provided.

Aggregation

In the run-up to a final go-live decision, the individual readiness assessments of organisations will be aggregated to give a market-wide view of readiness. As part of this process, each of the organisations will be given one of the following categories based on their self-assessments and PwC’s assurance:

Ready	All go-live readiness criteria are met i.e. green status achieved.
Ready with mitigating actions	One or more go-live criteria missed, but appropriate mitigation is in place.
Not ready	One or more go-live criteria missed, appropriate mitigation is not in place.

The decision on whether the market is ready will be based on three factors:

1. Xoserve’s declaration as “ready” or “ready with mitigating actions”;
2. The aggregate impact of mitigating actions across the market. A high number of organisations in the “ready with mitigating actions” category could mean that it is too risky to place the project into service. For instance, work arounds adopted by different organisations could interfere with each other; and
3. The total proportion of Market Participants of each type (Shipper, GT, iGT) declared as “ready” or “ready with mitigating actions”. The decision in this regard is likely to take into account the size of Market Participants in terms of numbers of customers and/or their proportion of AQ.

The TPG will be asked to make recommendations to the PNSG on the course of action in the event of the situations identified in points 2 and 3 (above) materialising.

Reporting and final decision

The PNSG and the Project Nexus Delivery Group (PNDG) will monitor the status against the agreed GONG criteria at their regular meetings from July 2016 to go-live.

In the run-up to go-live, PwC will evaluate and report on:

- Participant readiness – evaluating whether individual organisations are or are projecting to be ready for go-live;
- Xoserve readiness – the degree of confidence that Xoserve have achieved their own criteria (assured by Baringa) and are able to demonstrate their status against the GONG framework described below; and
- Transition readiness – readiness of activities required to complete the integrated transition plan.

This information will be shared on an anonymous basis with the PNSG to show how organisations are progressing towards attainment of the G3 criteria.

Ofgem, as chair of the PNSG, will have the final GONG decision on Project Nexus following a recommendation from PwC at the conclusion of the G3 assessment. As with all PNSG decisions, however, the ambition is for the decision to be made by consensus.

At each GONG assessment point (and periodically in between), PwC will produce an assessment report that will be presented to the PNSG. This assessment report will include:

1. An overall statement of attainment of the GONG criteria at the assessment point;
2. An overall statement of the forecast attainment of the GONG criteria at future assessment points;
3. Recommended mitigating actions that the programme should take to remediate any issues relating to criteria attainment (actual or potential future issues);
4. A recommendation on whether to proceed with the current schedule or re-plan. In the case of the final G3 assessment, this will effectively be a go-live recommendation; and

5. Recommendations on any deep dives to address systemic readiness issues.

The go-live decision for Project Nexus will inevitably carry risks and issues in to the operational environment. In many cases, these will be known and should have mitigation plans in place thus giving the PNSG confidence that the market can operate.

Alongside the known risks, there will be the inevitable peak in support activity as the new processes are embedded across the market. A set of pre-defined exit criteria for Hypercare should be established and monitored following the go-live in order to enable the market to visibly track progress towards stability and determine a clear end point to the project. These criteria, attainment of which, will mark the standing down of amongst other things, Hypercare and Project Nexus governance etc. are not defined in this version of the document. The TPG will be asked to make recommendations on these exit criteria.

The GONG Criteria

This section provides the Project Nexus GONG Criteria that organisations will self-assess against at each of the assessment points.

The GONG Criteria are aligned to Ofgem's success factors. For each criteria the following are defined:

- **Criteria description:** a description of the criteria and its objective;
- **Applicable organisations:** whether the criteria applies to all organisations or just to Xoserve or Market Participants; and
- **Assessment point thresholds of readiness:** the thresholds that must be achieved in order for an organisation to declare readiness at each assessment point.
- **Whether the criteria relates to process, system, people or data as follows:**
 - Process: Covering the readiness of key support processes for go-live;
 - Systems: Covering the readiness of systems (largely evidenced through testing);
 - People: Covering the readiness of people to operate the new arrangements and systems; and
 - Data: Covering the readiness of data to support the new arrangements and systems.

There is an overall GONG criteria that is used by organisations to rate their overall attainment of criteria. This will allow organisations who rate themselves **Amber** across a number of criteria to rate themselves **Red** overall, if in their opinion the number of mitigating actions pose a risk in themselves. The overall criteria can also be used to highlight issues that Market Participants feel are not covered adequately elsewhere in the criteria.

It is recognised that each organisation will be tracking their own go-live readiness criteria which may be at a more granular level. This framework considers GONG from an industry-wide perspective. Xoserve and Market Participants should map their detailed criteria to the industry level criteria outlined in this document.

Summary of GONG Criteria

Success Factor	Category	Ref	Criteria Description	Organisation		Assessment Point Thresholds		
				Xoserve	Participant	G1	G2	G3
1. Solution Meets Industry Requirements								
High levels of Xoserve and Market Participant confidence.	Overall	1.1	Xoserve and Market Participants' overall assessment of their readiness.	✓	✓	Overall assessment of attainment of G1 criteria.	Overall assessment of attainment of G2 criteria.	Overall assessment of G3 criteria.
High quality data and data migration process.	Data	1.2	Data requirements are documented and understood. The quality of data is at the right level to support market critical processes.	✓	✓	Xoserve and Market Participants have completed their data migration documentation and had it signed off by the appropriate governance body.	No additional threshold beyond G1.	No additional threshold beyond G1.
	Data	1.3	Data transformation rules have been understood and applied by Market Participants.		✓	Market Participants have received and understood the data transformation rules.	Market Participants confirm that they applied and tested the latest data transformation rules.	No additional threshold beyond G2.
	Data	1.4	The final data load demonstrates that the data has loaded and produced a volume of exceptions within an agreed tolerance.	✓		Xoserve has identified the acceptable baseline level of exceptions that could occur with final data load and agreed this with Market Participants.	Xoserve has tested the data load and confirmed that the number of exceptions was within the agreed baseline.	Xoserve has completed the final data load and confirms that the exceptions are within the agreed baseline.
	Data	1.5	The level of exceptions following the final data load can be supported after go-live.	✓	✓	Xoserve and Market Participants have a mechanism to establish acceptable level of exceptions created.	Xoserve and Market Participants confirm that the acceptable level of exceptions can be accommodated post go-live.	No additional threshold beyond G2.

Success Factor	Category	Ref	Criteria Description	Organisation		Assessment Point Thresholds		
				Xoserve	Participant	G1	G2	G3
1. Solution Meets Industry Requirements								
Critical industry processes, are fully proven through completed UAT and Market Trials.	System	1.6	Critical market processes (as defined above) have been built and subjected to Market Trials by Xoserve and Market Participants. There are no critical or high impact defects that are open and unresolved.	✓	✓	Xoserve and Market Participants have completed Core Market Trials.	Xoserve and Market Participants' Market Trials defects have been closed and retested.	Xoserve and Market Participants have completed Market Trials regression testing.
	System	1.7	Non-critical market processes (C3). Those processes deemed significant to Xoserve and Market Participants' operations have been built and subjected to Market Trials by Xoserve and Market Participants. There are no critical or high impact defects that are open or unresolved.	✓	✓	Xoserve and Market Participants have completed their non-critical process Market Trials.	Xoserve and Market Participants' Market Trials defects have been closed and retested.	Xoserve and Market Participants' Market Trials regression testing has been completed.
Integrated market-wide system cutover plan, agreed and communicated.	Process	1.8	Xoserve and Market Participants have aligned their cutover plans with the market-wide system cutover plan for go-live and have attended relevant industry walkthroughs of that plan.	✓	✓	Xoserve and Market Participants have awareness of the market-wide system cutover plan for go-live and have attended the relevant industry walkthrough.	Xoserve and Market Participants have an approach to developing an aligned cutover plan and see no issues to its completion.	Xoserve and Market Participants confirm cutover plans are aligned with the market-wide plan and ready for go-live.
Clear requirements traceability (including no outstanding functionality).	System	1.9	A clear mapping exists between requirements, design and test cases so that it can be demonstrated that all requirements have been completely tested.	✓		Xoserve have completed the requirements traceability matrix (RTM) that links requirements, design and test cases together. Validate that all requirements have been tested.	Xoserve have updated the RTM to match the latest requirements, design and test baselines.	Xoserve have updated the RTM to match the latest requirements, design and test baselines.

Success Factor	Category	Ref	Criteria Description	Role		Assessment Point Thresholds		
				Xoserve	Participant	G1	G2	G3
2. Stable								
System performance (including response time) is sufficient to support industry volumes, key operational requirements (Gas Day testing) and file sizes.	System	2.1	Key non-functional tests have been conducted where applicable. For example (but, not limited to): <ul style="list-style-type: none"> • Performance Testing; • Gas Day Testing; • Volume Testing; • Large file Testing; and • Security Testing. 	✓	✓	Xoserve and Market Participants have commenced non-functional testing according to planned start dates.	Xoserve and Market Participants have completed 100% of its non-functional testing with no blocking issues and has confirmed that the system will meet performance and security requirements.	Xoserve and Market Participants have commenced non-functional testing according to planned start dates.
Disaster recovery and continuity arrangements are in place.	Process	2.2	Xoserve and Market Participants confirm that they have post go-live business continuity and IT disaster recovery procedures in place and have tested these appropriately.	✓	✓	Xoserve and Market Participants have identified business continuity and IT disaster recovery requirements or changes to existing provisions in this area.	Xoserve and Market Participants have confirmed that their IT disaster recovery and business continuity arrangements have been tested.	No additional threshold beyond G2.
Implementation Dress Rehearsals (IDRs) provide sufficient confidence to Market Participants.	Process	2.3	Xoserve and Market Participants have documented a detailed system cutover plan that has been approved and rehearsed. This includes: <ul style="list-style-type: none"> • Completion of detailed system cutover plans and approval by project governance board; and • Minimum of 3 internal rehearsal(s) conducted to identify improvements. 	✓	✓	Xoserve and Market Participants have a draft cutover plan complete.	Xoserve and Market Participants' cutover plan refined following second dress rehearsal.	Xoserve and Market Participants' cutover plan proven by the final dress rehearsal.
				✓		Xoserve have completed the first dress rehearsal and documented lessons learnt produced.	Xoserve have completed the second dress rehearsal completed and defined refinements to inform final dress rehearsal.	Xoserve have completed the final dress rehearsal compete with no blocking issues/defects.
	Data	2.4	Data migration activities have been subject to at least three dry run rehearsals.	✓	✓	Xoserve and Market Participants have completed the first dress rehearsal run and documented the lessons learned.	Xoserve and Market Participants have completed the second dress rehearsal run and documented the lessons learned.	Xoserve and Market Participants have completed all dress rehearsals without any blocking issues.
	Data	2.5	Data migration defects have been cleared to an acceptable level.	✓		Xoserve has identified resolutions for critical and high impact data migration defects.	Xoserve has deployed all fixes for critical and high impact data migration defects.	Xoserve has zero critical or high impact data migration defects open.

Success Factor	Category	Ref	Criteria Description	Role		Assessment Point Thresholds		
				Xoserve	Participant	G1	G2	G3
2. Stable	Data	2.6	Data transformation rules have been built and fully tested.	✓		Xoserve has built and tested the data transformation in the first dress rehearsal run.	Xoserve has built and tested the data transformation in the second dress rehearsal run.	Xoserve has completed all dress rehearsals successfully.

Success Factor	Category	Ref	Criteria Description	Role		Assessment Point Thresholds		
				Xoserve	Participant	G1	G2	G3
3. Sustainable	Process	3.1	A complete set of design documentation exists.	✓		Xoserve has identified gaps in the design documentation where updates have not been applied and has a plan for addressing these gaps.	Xoserve has addressed all the documentation gaps identified in G1.	No additional threshold beyond G2.
	People	3.2	Appropriate end-to-end process guides and documents have been updated.	✓	✓	Xoserve and Market Participants have identified the new end-to-end process guides or changes to existing ones that are required.	Xoserve and Market Participants have completed the development of all of the new end-to-end process guides and made all the required changes to existing ones.	No additional threshold beyond G2.
Knowledge transfer completed from programme to operational teams.	People	3.3	Knowledge transfer completed from programme to operational teams.	✓	✓	Xoserve and Market Participants have defined a knowledge transfer plan.	Xoserve and Market Participants' knowledge transfer plan has been internally approved.	No additional threshold beyond G2.
Industry change management processes and release plans are fit for purpose.	Process	3.4	Release plan and industry change management processes are in place.	✓	✓	Xoserve and Market Participants have identified the change management processes that need to be developed.	Xoserve and Market Participants' release plan and change management processes complete and internally approved.	Xoserve and Market Participants industry-wide release plans and change management processes created and agreed.
Ongoing data governance processes are defined and operational.	Data	3.5	Ongoing data governance processes are defined and operational.	✓		Xoserve's data governance processes have been defined and aligned to any organisational change.	Xoserve's data governance processes have been communicated to those impacted.	Xoserve's data governance process are in place and ready to be operated.
Contingency options and governance arrangements are identified.	Process	3.6	Cutover and post go-live governance has been defined and approved. The governance provides a detailed framework to support decision making in the event of an issue at go-live and during the Hypercare period.	✓	✓	Xoserve and Market Participants have reviewed the market-wide cutover and post go-live governance framework.	Xoserve and Market Participants' cutover governance defined and approved by appropriate governance/decision making forum.	No additional threshold beyond G2.

Go/No Go (GONG) Criteria and Assessment Framework

Success Factor	Category	Ref	Criteria Description	Role		Assessment Point Thresholds		
				Xoserve	Participant	G1	G2	G3
3. Sustainable								
Xoserve Hypercare and service management processes are effective and cope with demand.	Process	3.7	Post go-live / Hypercare IT support processes and resources are available and arrangements are in place and understood.	✓		Xoserve has defined support processes.	Xoserve's support function processes have been identified and internally approved.	Xoserve's Hypercare function is established with clear processes and communicated to all stakeholders.

Success Factor	Category	Ref	Criteria Description	Role		Assessment Point Thresholds		
				Xoserve	Participant	G1	G2	G3
4. Enables a positive consumer experience								
No negative impacts on energy industry reputation	People	4.1	Appropriate FAQs and messages have been communicated to Xoserve and Market Participants' public relations (or external communications) department.	✓	✓	No criteria.	Xoserve and Market Participants FAQs and messages are defined.	FAQs and messages finalised and accessible to public relations (or external communications) department.
Market SLAs defined, measured and achieved.	Process	4.2	A clear set of Hypercare exit criteria (including Market SLAs) has been defined which focus on demonstrating system stability.	✓		Xoserve has defined the exit criteria (including Market SLAs) that would exit Project Nexus from Hypercare.	Xoserve's exit criteria (including Market SLAs) communicated and internally approved.	Xoserve's Hypercare exit criteria has been communicated to the market.
Organisational structure developed to support the new processes & systems.	People	4.3	Organisational structure developed to define and communicate any new roles and responsibilities.	✓	✓	Xoserve and Market Participants have defined any new structure roles and responsibilities required for go-live.	Xoserve and Market Participants have communicated any new roles and responsibilities to impacted people.	Xoserve and Market Participants have completed the implementation of any new organisation structure.
Industry staff are sufficiently trained and are effective from day 1.	People	4.4	People impacted by changes by the Project Nexus go-live have received appropriate training.	✓	✓	Xoserve and Market Participants have identified the people requiring training in new processes.	Xoserve and Market Participants have started training the people previously identified as being impacted.	Xoserve and Market Participants have completed all training and knowledge transfer.

This document has been prepared only for Ofgem in support of their industry letter dated 2 June 2016 and solely for the purpose and on the terms agreed with Ofgem in our statement of work and in our call-offs under the framework agreement dated 11th April 2016. We accept no liability (including for negligence) to anyone else in connection with our work or this document.

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