

# PNSG Meeting Minutes

## 1.1. Purpose

The purpose of this document is to capture details of the Project Nexus Steering Group meeting in order for wider sharing and confirmation and follow up of actions.

## 1.2. Meeting Details

<b>Meeting Name:</b>	<b>Project Nexus Steering Group</b>
<b>Meeting Date:</b>	01/08/16
<b>Meeting Time:</b>	10:00 – 12:00
<b>Meeting Format/Location:</b>	Ofgem 9 Millbank, London
<b>Chaired by:</b>	Rob Salter-Church (Ofgem)
<b>Minutes recorded by:</b>	PwC

## 1.3. Meeting Attendees

Group	Company	Representatives	Company	Representatives
6 Largest Suppliers	Npower	Chris Harden	Ofgem	Rob Salter-Church
	Scottish Power	Angela Love	PwC	Gill Williams
Challenger	Flow Energy	Robert Cameron-Higgs	PwC	Lesley Potts
	Utilita	Alison Russell	PwC	Melisa Findlay
GT	SGN	Steve Simmons	PwC	Steve Mullins
I&C	DONG Energy	Lorna Lewin	Xoserve	Sandra Simpson
	ICoSS Group	Gareth Evans	Xoserve	Dave Payne
iGT	Brookfield Utilities	Mike Harding	Baringa	James Beverley

## 1.4. Meeting Agenda

1. Agenda and approval of PNSG minutes (5 mins)
2. Review of PNSG status report (20 mins)
3. Industry Implementation Plan (75 mins)
4. Review of Programme Governance (20 mins)

## 1.5. Decision Log

Decision #	Pillar/ Milestone	Decision	Decision Owner	Status	Target Date
D005	PMO	1. The current planning work shows that it is not feasible to plan to go-live in February or March. 1st April is being set as a new reporting date while	PNSG	Approved	01/08/2016

		<p>further planning work continues.</p> <p>2. The draft industry plan should be adopted for the purposes of reporting from now onwards modifying the plan through the PNSG as more information becomes available</p> <p>3. Through the remaining planning work, market participants, Xoserve and PwC should focus on options and mitigating actions to include in the plan, which maximise delivery confidence for the earliest implementation date.</p> <p>4. The work to build confidence in the plan (as set out in the PNSG pack) will be monitored through the PNDGs on 9 and 23 Aug and through an interim PNSG telco w/c 15 Aug</p>			
Details:	<p>PNSG noted the following:</p> <ul style="list-style-type: none"> <li>• OFGEM stated that adoption of the new plan is for reporting purposes and does not set a live date in stone. The plan will provide a reporting baseline against which progress can be measured and tracked</li> <li>• The work to build confidence in the plan that needs to be undertaken during August should be managed accordingly through intervening PNDGs and an interim PNSG w/c 15 Aug.</li> <li>• Future checkpoints will be used to inform a final go live date with added confidence.</li> </ul>				

### 1.6. Actions arising from 1 August 2016 meeting

Action #	Action	Action Owner	Status	Date Raised	Due Date
A103	PwC to arrange to have DMG complete a review of the impact of the transformation rules.	PwC	NEW	01/08/16	31/08/16
A104	1. Propose at PNSG that a sub group of PNDG members is established to be tasked with 'problem solving' specific	PwC	Closed	01/08/16	03/08/16

Action #	Action	Action Owner	Status	Date Raised	Due Date
	areas including the 'Re-Think' items identified in industry planning. <i>Update following PNSG: Group will be set-up to identify contingency options that can be invoked if planning confidence in market trials is not attained by end of Aug. Group will be formed of MTWG + some PNDG representatives. Participants will be invited and meetings set by conclusion of 3 Aug MTWG – details will be circulated to PNDG distribution list</i>				
A105	2. Build a 'single version of the truth' for all Nexus related open design issues, outstanding functionality and change requests. This should include indicative / confirmed delivery dates aligned to the release plan. This should be included fortnightly in the PNDG pack. <i>*** connected to action A117</i> <i>Update following PNSG: Xoserve to circulate link to this report to PNSG members and confirm contact details for action 106.</i>	Xoserve	NEW	01/08/16	03/08/16
A106	3. Market Participants to review the new fix report and raise any additional information they are expecting to see for consideration. <i>Update following PNSG: PNSG representatives to make sure market participants are aware of this action.</i>	Market Participants	NEW	01/08/16	03/08/16
A107	4. Market Participants to confirm detailed data requirements for regression via the MTWG representatives. <i>Update following PNSG: PNSG representatives to make sure market participants are aware of this action</i>	Market Participants	NEW	01/08/16	03/08/16
A108	5. Publish defect fix plan. Include ALL MT impacting defects (Market Participant and Xoserve) with information regarding functional area impacted, the scenario and the root cause.	Xoserve	Closed	01/08/16	05/08/16
A109	6. Determine the date 'NRL' annual updates will be available for MT.	Xoserve	NEW	01/08/16	05/08/16
A110	7. Determine the feasibility and value of Market Participants assisting Xoserve with the defect triage process to ease the demand on Xoserve's SME's. <i>***connected to action A111</i>	Xoserve	Closed	01/08/16	05/08/16
A111	8. Identify an industry Subject Matter Expert Pool for Market Participants to reach out to with issues prior to	Market Participants	NEW	01/08/16	05/08/16

Action #	Action	Action Owner	Status	Date Raised	Due Date
	raising a query or defect. <i>***connected to action A110</i> <i>Update following PNSG: PNSG representatives to remind market participants to send their nominees to the PMO mailbox.</i>				
A112	9. Hold initial RGMA task force to scope the issue, identify causes and develop an action list with due dates and accountabilities (include iGT RGMA baseline). <i>Update following PNSG: PNSG representatives to remind market participants to put forward nominations for people to lead this group <b>prior to 5 Aug</b> so that plans to establish this task force can be concluded. Nominations to be sent to projectnexus.pmo@uk.pwc.com</i>	Market Participants	NEW	01/08/16	05/08/16
A113	10. Defect prioritisation process and call to incorporate new prioritisation factors into the decision making criteria for timing out of tests to avoid rework and re-collation of data (e.g. iGT LSP data). <i>Update following PNSG: PNSG representatives to make sure market participants are aware of this action.</i>	Market Participants and PwC	NEW	01/08/16	05/08/16
A114	11. Develop a checklist for Market Participants to use to triage defects and queries, sharing good practices amongst Market Participants. <i>Update following PNSG: Challenger representatives to make sure First Utility are aware of this action.</i>	First Utility	NEW	01/08/16	05/08/16
A115	12. Send out a link to the consolidated list of the transformation rules that have been completed and are/are not in Market Trials environment.	Xoserve and DMG	NEW	01/08/16	05/08/16
A116	13. Update Xoserve website to locate the process maps (including iGT) in a central location. Currently process maps are split over 3 locations	Xoserve	NEW	01/08/16	05/08/16
A117	14. Industry participants to review the 'single version of the truth' and provide responses over the impact of the current delivery dates. Schedule a workshop to review all open design decisions, outstanding functionality and change requests and agree the impact on MT timelines. <i>*** connected to action A105</i> <i>Update following PNSG: PNSG representatives to make sure market participants are aware of this action</i>	Market Participants and PwC	NEW	01/08/16	08/08/16

Action #	Action	Action Owner	Status	Date Raised	Due Date
	and provide comments <b>by 5 Aug</b> so that workshop can be scheduled for 8 Aug.				
A118	15. Lead process walkthroughs in Targeted Areas (e.g. SPA, RGMA and iGTs). Update following PNSG: PNSG representatives to make sure market participants are aware of this action and provide names of nominees to participate in knowledge sharing workshops <b>by 5 Aug</b> . WebEx sessions to be arranged and facilitated by Xoserve once nominees received.	Market Participants and Xoserve	NEW	01/08/16	08/08/16
A119	16. Provide list of frequently asked queries / themes on Xoserve website.	Xoserve	NEW	01/08/16	19/08/16
A120	17. Develop a summary sheet of where information is on the Xoserve website and SharePoint (e.g. iGT data on different SharePoint site to others).	Xoserve and PwC	NEW	01/08/16	31/08/16
A121	18. Ensure participants reporting blocked scenarios are making submissions into defect prioritisation process.	PwC and Ofgem	NEW	01/08/16	End of Market Trials
A122	19. Identify sample of defects where Market Participants have not received a complete response or outbound file, and do root cause analysis.	Xoserve	NEW	01/08/16	TBD
A123	20. Undertake a review of P3 defects to identify any that do not need to be fixed for go-live. Agree these with the market participants. Update following PNSG: Xoserve to provide due date for this action <b>by 5 Aug</b> .	Xoserve	NEW	01/08/16	TBD

### 1.7. Actions arising from previous meetings

Action #	Action	Action Owner	Status	Date Raised	Due Date
A032	Refresh the overview of the governance bodies to outline all of the groups in place, the objectives of each, decision making process and the appropriate attendees. To include information on transition/close-down of existing groups. ** Expect this to close 08/07/2016	PMO	Closed	09/05/16	26/05/16
A052	MTWG to include in their work on MT blockers the identification of the reasons for the apparent slow uptake in US testing	MTWG	Closed	13/06/16	30/06/16

Action #	Action	Action Owner	Status	Date Raised	Due Date
A092	Within the 2nd June Ofgem letter there are customer related risks. Ensure these are covered by the GONG criteria as a means to manage these effectively.	PwC	Closed	04/07/16	14/07/16
A093	Organise a risk workshop to update likelihood and impact scoring for each risk to reflect the new timeline with Scenario C.	PwC	Open	04/07/16	18/08/16
A094	It has been noted that there are some defect resolution dates that extend beyond Market Trials. Xoserve to provide the number of defects that will not be resolved for Market Trials by 31 Jul 16 and the impact of these.	Xoserve	Closed	04/07/16	11/07/16
A095	Identify participants who could lead learning sessions on functionality in order to reduce the rate of invalid defects. Provide a list to PwC and Ofgem. ** Update: This is superseded by actions picked up in the Market Trials Problem Solving session.	Xoserve	Closed	04/07/16	12/07/16
A096	Organise learning sessions between market participants to allow learnings to be shared. (Dependent on action A095) ** Update: This is superseded by actions picked up in the Market Trials Problem Solving session.	PwC	Closed	04/07/16	14/07/16
A097	Organise an interim call with the PNSG to provide an update mid July.	PwC	Closed	04/07/16	08/07/16
A098	Distribute the definition and outline of Xoserve hypercare services (previously prepared for UKLF) to the PNSG members.	Xoserve	Closed	04/07/16	08/07/16
A099	Distribute role description of the volunteer position required within TPG to support the development of hypercare requirements for market participants.	PwC	Closed	04/07/16	06/07/16
A100	Once Npower collate all the transition requirements from TPG and submit a Transition Report Change Request, Xoserve are to provide further information about when an impact assessment would take place (concerning I014).	Xoserve	Closed	04/07/16	22/07/16
A101	PwC to analyse the feedback from the task force calls and identify next steps and timelines for addressing issue. Information from A089 will also be included.	PwC	Open	04/07/16	05/08/16

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## 1.8. Meeting Minutes

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### Item 1: Agenda and Approval of PNSG minutes

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#### Approval of PNSG minutes

1. The previous PNSG meetings for 04 Jul 16 and 21 Jul 16 were approved without change. These can be found at:
  - <https://www.ofgem.gov.uk/gas/retail-market/market-review-and-reform/project-nexus>

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### Item 2: Review of PNDG Status Report

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#### Review of the PNDG pack (Melisa Findlay)

2. It was noted that the assessment is against the 1<sup>st</sup> October implementation date and statuses remain as they have for the last three reports. Following D005 above, the next report will be against the new reporting baseline.
  - Risks and issues:
    - i. I016 is the highest rated issue for the programme. The progress made in Market Trials informs the planning for go live and actions have been put in place. The results of these actions will determine whether this issue can be closed.
    - ii. I014 rating has been reduced as many of the actions have been closed and the resulting list of requirements for the bespoke portfolio solution has been shared with Xoserve. An impact assessment is being completed by Xoserve and the date of the conclusion of this will be provided by Sandra Simpson (Xoserve). *Note: After the meeting it was reported by Xoserve that the GINA2 report has now been superseded by the Transition Report requirement and Market Participants are providing further clarification of these requirements to feed into the impact assessment. No date has been determined for the conclusion of the impact assessment.*
    - iii. RO48 has been a top rated risk for the programme for a number of weeks. With the publication of a number of documents from Xoserve outlining the file format baseline and changes Market Participants were provided an opportunity to raise any concerns. Two organisations provided comment and these have been shared with Xoserve who met with them on 29 Jul 16. The impact of this risk was reduced to low as only two organisations appear to be impacted and as a result the risk will no longer be included in this programme report.
    - iv. Attendees were reminded this report only shows the highest rated risks and issues, or those with recent changes. All issues and risks are maintained on the programme RAID log and are monitored by the RAID Manager.
3. PNSG members were asked what areas of the PNSG pack they would like to discuss and the following points were raised.
  - Queries (slide 17) overdue to the SLA have reduced from 106 to 52 as of 29 Jul 16. Xoserve have a target to close the remainder by 05 Aug 16.
  - Stress Testing (slide 10) is 12 days behind schedule and currently using up contingency time on the plan. This is not on critical path and Xoserve are taking steps to minimise the impact. However, if it continues to delay (e.g. due to defects) it will impact resources and potentially other areas of the plan.
  - The delta load (slide 19) has been completed in line with the original 1 Oct 16 plan. The second aspect is on hold as the new plan is being developed. A new delta test cycle has been run with the extract complete and now in transition.

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4. A review of the action log included the closure of actions A095 and A096 as these have been superseded by tactical actions committed to in the Market Trials Problem Solving session on 26 Jul 16.

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### **Item 3: Review of Industry Implementation Planning**

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#### **Recommendation**

5. Rob Salter-Church introduced the decision to be made as adoption of a work in progress plan to be used for reporting purposes. Detailed planning by Xoserve and plan assurance by PwC will continue through August, as will close monitoring of market trials and development of contingency options. It was not possible to set a new implementation date, given uncertainties in market trials and Xoserve's implementation plan.
6. Inputs to the new plan have included Market Participant portal submissions, multiple in person workshops with Market Participants (i.e. Industry Planning session 7 Jun 16, Industry Planning session 20 Jul 16 and Market Trials Problem Solving session 26 Jul 16) and the working groups (MTWG, TPG and DMG).
7. 1 Apr 16 is being outlined as the earliest feasible date for implementation and as such was proposed as a new reporting date. This is based on the best available information available to date and this will continue to be revisited at checkpoints going forward.
  - Continued Xoserve detailed planning, PwC assurance of the plan and additional progress made in Market Trials will inform this go live date.
  - PNSG members raised concern with not knowing a firm date as this impacts resources, budgeting and contracts with third parties. However, it was recognised that a firm date should not be set until the information available provides sufficient confidence.
  - PNSG members stated they would feel more confident if a realistic, low risk date was determined and then the trade-offs to get to a stretch goal were outlined and the risks understood. However, it is recognised that as far as MT completion goes, estimation of any date at this point would be uncertain.
  - Rob Salter-Church advised there needs to be a balance between a robust system and timely completion and Ofgem will continue to come back to the Project Nexus success factors to support decision making around the plan and go-live decision. A number of confidence checkpoints and GONG assessments were being built into the plan to allow for increasing certainty over the coming months.
  - All agreed that the plan should contain no red when it is finally adopted, and that any amber areas should be well understood and believed manageable.
8. A PNSG member asked if PwC continue to stand behind the results of the deep dive conducted in spring.
  - Gill Williams reminded PNSG members that the deep dive sought to answer three questions.
    - i. Is the design fit for purpose?
    - ii. Is the design sustainable?
    - iii. Is 1 Oct 16 delivery achievable?
  - Gill Williams confirmed the view from the deep dive has not changed. While there has been a high number of defects thought to be caused in the main by issues with UAT and the staged delivery approach, this is the first time all participants have had exposure to the end to end processes and these results are not unexpected.

#### **Output of the Market Trials Problem Solving session**

9. Steve Mullins (PwC) gave an update from the Market Trials Problem Solving session (26 Jul 16) with 5 summary points:
  - No one wanted to call a halt market trials. Everyone felt the best course of action was to press on.



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- The biggest impediment to market trials is defects (i.e. the number of defects and resolution times).
  - 19 tactical actions were agreed and these focused on defects, Market Participant knowledge and design.
  - There was low confidence in an end of September conclusion for market trials but no other date could be determined with better confidence.
  - Notwithstanding the recognition that trials should not be suspended and that tactical actions are in place, participants felt it prudent to develop contingency plans during August should the situation not show improvement by then. To be adopted, any contingency options must show an improvement in completion time against that which can be projected for the current approach when assessed at end of August.
10. It was agreed that:
- Agreement that contingency planning needs to start now so that contingency activities can quickly be implemented if necessary
  - Understanding that the tactical actions need to be implemented and impact monitored in parallel to the development of contingency plans.

### **Confidence in the Plan**

11. Lesley Potts (PwC) provided an overview of the Planning Confidence slides (Slide 31 and 32).
- Market Participants need to detail the data needs for Regression Testing to Xoserve to validate the current resource assumptions. This is being done through MTWG.
  - The scope, scale and structure of regression testing needs to be developed through MTWG. Currently Xoserve are working on the assumption that regression testing will require a lighter support model than market trials. The MTWG needs to take account of this in their thinking.
12. PNSG members sought clarification on the following points.
- Go live will utilise data loaded with new transformation rules. This is a risk and the materiality of the risk needs to be understood. Xoserve confirmed that the transformation rules have all been through the DMG and UKLN for review with time for Market Participants to review and give comment. Participants should review these and raise any concerns.
13. Lesley Potts reviewed the Market Participant tactical actions (slide 33 and 34).
- The list of actions was published to PNSG members with updates noted. PNSG members are responsible for sharing these with constituents and where appropriate driving action amongst participants.
  - These actions have been noted in the action log of these minutes and will be tracked through PNDG and PNSG.
14. Lesley Potts and Sandra Simpson (Xoserve) outlined the detail of the Key Confidence Checkpoints (slide 35).
- Gill Williams stated the plan assurance will be completed as an independent activity by a separate PwC from the team who developed the plan.
  - A PNSG member raised an additional Confidence Checkpoint to be considered as the closure of all remaining functionality.  
*Note: This has been added to the Key Confidence Checkpoints list in the key messages slide.*
  - A new Confidence Checkpoint was discussed to include Market Participant's review of the new plan. It was noted that the decision remains with Ofgem but that Ofgem would seek input from Market Participants in this process.
  - *Note: This has been added to the Key Confidence Checkpoints list in the key messages slide.*
15. Lesley Potts shared a copy of the new plan with PNSG members.

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#### **Item 4: Review of Programme Governance**

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### **Programme Governance**

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16. There was not sufficient time to cover this topic. Rob Salter-Church committed to holding this discussion at a future meeting and provide background on where this has come from.
    - Feedback from Market Participants has been mixed on the current governance structure.
    - Ofgem and PwC are reviewing this to determine next steps.
  17. PNSG members were requested to review the provided materials.

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**Item 5: AOB**

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**Upcoming Meetings**

18. The upcoming PNSF was discussed and it was agreed the date would be kept but the meeting would have the option of face-to-face or WebEx.
19. PNSG scheduled for 30 Aug 16 may be rescheduled to allow for the conclusion of Confidence Checkpoints running through the end of August.
20. Weekly updates through August will be provided by a combination of PNDG updates and an interim PNSG teleconference.