

Project Nexus Steering Group [PNSG]

1 August 2016



Agenda



#	Title	Mins
1	Agenda and Approval of PNSG Minutes	5
2	Review of PNSG Status Report	20
3	Industry Implementation Planning	75
4	Review of Programme Governance	20

Minutes can be found on the Ofgem website at:

https://www.ofgem.gov.uk/gas/retail-market/market-review-andreform/project-nexus



Project Nexus Delivery Group [PNDG] Status Report

28 July 2016

Covering the period: 08 Jul 16 – 22 Jul 16





Market Trials

Data

Transition

GONG

Appendix



Programme Overview

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Project Nexus:

01 Oct 16

Trend

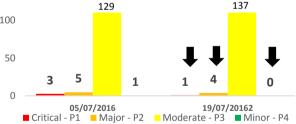
- Poses significant risk to go live immediate mitigation required*
- Go Live At risk manageable with mitigation*
- On track
- Complete
- N/A or No information
- Increase in severity since previous report
- No change in status
 - Decrease in severity since previous report

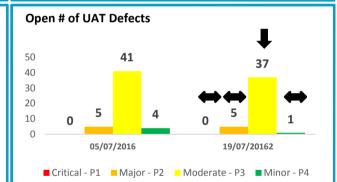
Key Risks, Issues, and Decisions [Commentary]

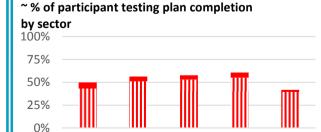
- 1016: Due to a lack of sufficient progress (primarily caused by a high number of defects) completion of Market Trials by 31 July 16 no longer appears possible. In addition, progress was further hampered by three P1 incidents at the end of June.
- R048: Participants and Xoserve may not be aware of, may have misinterpreted or may not adhere to the published baseline of File Formats, leading to a large number of exceptions.
- IO14: Xoserve and EDF, npower, ScottishPower and SSE have yet to reach an agreement over the delivery of a bespoke portfolio solution for go-live.

Open # of Participant Raised Market Trial Defects 129 100

Status



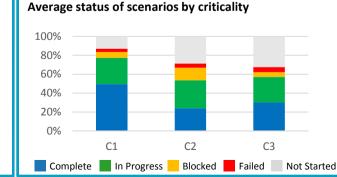




GT

■Progress at last report Progress since last report

I&C



6 Largest

Shippers

Challenger

iGT



Programme Summary

Overall RAG Commentary: Re-planning is a prime focus for most workstreams with 'bottom up' planning feeding into a revised overall Xoserve delivery plan. Given the timescales of the industry re-planning process a number of planning assumptions will not be validated ahead of a revised implementation date being set. The areas of uncertainty will be specified with a timetable to conclude analysis and acceptance of the risk of potential plan impact. The ratings within this report continue to reflect the RED status based against the 01 Oct 16 go-live date.

Project Delivery





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Against the 01 Oct 16 plan, the Project Delivery Workstream continues to remain RED. This is driven by-the high degree of parallelism and risk, and the discomfort over aspects of the critical path.

Functionality:

- The deployment of Release 9 file format changes took place in early July after resolution of the P1 incidents.
- Next CR release is due 31 Aug 16. UAT
- US testing completed on 15 Jul 16.
- The final 1% of UAT remains on track for 21 Aug 16 completion.

Performance testing:

• Stress testing cycle 1 has completed with good general system health with CPU Memory within reasonable levels, as well as there being spare ISU work processes available throughout the test. Some inconsistency noted in test execution is being investigated.

Against the 01 Oct 16 plan, Market Trials Workstream continues to remain RED despite the extension of core testing to the end of Aug 16.

6 of 43 participants, made significant progress, though average gains remain consistent with the previous reporting. At this time it is not possible to state if testing will complete prior to 31 Aug 16.

Defects

- The blocking defect prioritisation approach is proving effective in identifying blocking defects and helping to prioritise them for resolution: w/e 15 Jul 16 saw 18 of 24 priority defects fixed, w/e 08 Jul 16 = 18 defects fixed.
- RGMA, more than 1,000 successful JOB and UPD files have been processed.
- Defect progression continues as anticipated.

Against the 01 Oct 16 plan, The Data Workstream continues to remain RED due to the complexity of the remaining data migration activities, compressed timelines and the complexity of data loads.

Re-planning:

The Workstream has been paused for the re-planning due to the potential impact of the proposed additional loads in this area. This has therefore impacted the delta load and the downstream IDR start dates in the current plan.

Achievements:

• The BW data load completed successfully.

Against the 01 Oct 16 plan, The Transition Workstream remains RED due to dependencies on performance testing and data migration, combined with a lack of a detailed industry plans, cutover governance and upstream dependencies on data.

- TPG on 20 Aug 16 was cancelled as a result of Implementation planning workshop however, reporting through cutover and establishing a steady state subgroups continues.
- Industry Transition Overview document has been updated and requires to be shared with TPG Members.
- As a result of the re-planning, further delivery of products are likely to be rescheduled.
- Transition milestones have been established and have been circulated to TPG members.
- Role to lead the identification of Hypercare requirements is now filled.

Against the 01 Oct 16 plan, The GONG Workstream has not yet been RAG rated. Once an industry plan has been confirmed a RAG status and reporting will be applied.

Action

Commentary

A054, A068, A080, A082, A093

A039, A046, A063, A074, A101 A032, A043

A044, A045, A062

ead

Sandra Simpson & PwC

Martin Crozier

Andy Howe, John O'Keeffe

Philip Russ

Martin Crozier

Market Trials

Data

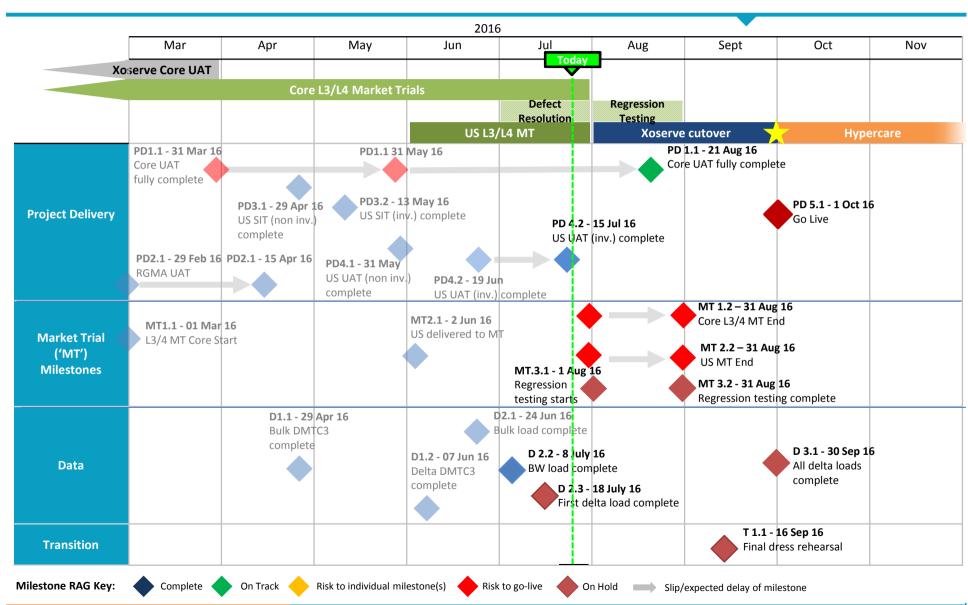
Transition

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Programme Plan



Project Delivery Market Trials

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Programme Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigation / Actions	Progress	Owner
Due to a lack of sufficient progress (primarily caused by a high number of		16	04 Jul 16	1) A088: PwC are to set up a defect 'task force', that will explore the root causes of participants reporting a 'blocked' status against critical scenarios.	1) Action Closed. Task Force is underway.	1) PwC
defects) completion of Market Trials by 31 July 16 no longer appears possible. In addition, progress was further hampered by three P1 incidents at the end of June.		Current Rating: Impact: (4) Priority: (4)	05 Jul 16	2) A089: PwC are to meet with Baringa to discuss participants' concerns and agree a set of 5 – 10 actions that should be taken to improve the defect management process.	2) Action Closed. Compiled list of actions has been agreed and has been incorporated into the list of actions developed and prioritised by the Task Force.	2)PwC & Baringa
Note 1: This issue links to Risk R029 which referred to the risk that the programme	Market Trials		29 Jul 16	3) A090: In order to ensure industry planning correctly reflects market trials status, a special Market Trials focus planning session will be held.	3) Action Closed. This session was held 19 Jul 16.	3) PwC & MTWG
would fail to exit Market Trials on time. Note 2: Although industry planning will			07 Jul 16	4) A091: A burn down chart will be built into future PNDG packs, as a means of providing greater visibility on defect closure rates and expected clearance timelines.	4) Action Closed. Incorporated into the standard PNDG report.	4)PwC
establish a new schedule for market trials, risks to completion remain a concern so action is required.			05 Aug 16	from the task force calls and identify next steps and timelines for addressing issue. Info from A089 will also be included.	5) In progress.	5)PwC
Ratings	Extreme	9-15	Very High	4-9 Medium	4> Low Downgraded	

PwC Raid Management 7

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Programme Risk & Issues Log

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Risk & Issues	Workstream	Rating	Due Date	Mitigation / Actions	Progress	Owner
Xoserve, EDF, Npower, ScottishPower and SSE have yet to reach an agreement over the delivery of a bespoke portfolio report or alternative solution for go-live.		9 Current Rating: Impact: (3)	29 Jun 16 01 Jul 16	 A072: Raise issue at PNDG to agree way forward. A077: The development of reporting requirements is being completed by TPG and is not an action that will be tracked in the PNDG. 	 Action Closed. A072 is complete. Discussion took place at PNDG on the 29 Jun 16 and subsequent actions were noted. Action Closed. TPG will track this action, it will be closed for the PNDG. 	Particip ants & Xoserve Npower
portfolio view, the participants maintain that their settlements systems will have limited ability to validate invoicing.	Transition	Priority: (3)	08 Jul 16	3) A078: A meeting will be organised with PwC, EDF, Xoserve and Ofgem to discuss next steps and timelines.	3) Action Closed. PwC facilitated a meeting between the named participants, Xoserve and Ofgem on Monday 11 Jul 16 to discuss next steps and timelines. It was agreed that Npower would provide Xoserve with further information from TPG about their requirements for transition (A077) and submit a change request, Xoserve would provide details about when their change request would be impact assessed.	PwC
			22 Jul 16	New 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.	4) Action Closed. Xoserve are conducting an impact assessment.	Xoserve
Ratings	-15 Extreme	9-15	Very High	4-9 Medium	4> Low Downgraded	

PwC RAID Management 8

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Programme Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigation / Actions	Progress	Owner
R048: There is a risk that participants and Xoserve may not be aware of, may have misinterpreted or may not adhere to the published baseline of		8 Current Rating: Likelihood: Unlikely (2) Impact:	Ongoing 01 Jul 16	 A060: Xoserve are to ensure Change Control of the File Format Baseline Sheet is maintained. A069: Xoserve are to make sure that all changes are effectively agreed and communicated through the right channels (e.g. UK Link Committee). 	1) Action Closed. 2) Action Closed.	Xoserve Xoserve
File Formats, leading to a large number of exceptions.		Major (4)	01 Jul 16	3) A070: Xoserve to make sure that the process for the above is clearly documented - including roles and responsibilities.	3) Action Closed.	Xoserve
	Market Trials	Post Mitigation Likelihood: Unlikely (2) Post Mitigation Impact: Major (4)	01 Jul 16	4) A075: Xoserve are to reconfirm and communicate the current baseline. 5) A076: Participants to raise any concerns with respect to the above by emailing projectnexus.pmo@uk.pwc.com before 12 Jul 16.	4) Action Closed. 5) Action Closed. Feedback received and will be discussed with Xoserve	Xoserve Particip ants
Ratings	>15 Extreme	9-15	Very High	4-9 Medium	4> Low Downgraded	

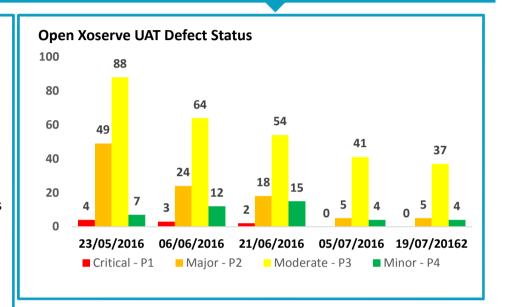
PwC RAID Management 9



Project Delivery - Progress

Key messages from Xoserve (as @ 19 Jul 16):

- Re-planning work is in progress and although impact has been minimised it has still effected the ability of some workstreams to progress.
- Unique Sites testing completed on 15 Jul 16. One final defect is being resolved
- Complete of the final 1% of UAT is on track to complete on 21 Aug 16.
- Stress test scenario 1 is due to complete w/e 22 Jul 16.
 - The tests achieved planned ISU processing volumes.
 - The system demonstrated good general health with CPU Memory within reasonable levels and spare ISU work processes available throughout the test.
 - Some very positive performance observed during 2nd/3rd
 Capacity Billing runs (at best, 1.5 Million MPRNs in 1 hour).
 - A significant proportion of the batch jobs have been executed successfully with positive performance times being found.
 - Identified 3 exceptions which have not been identified within Market Trials.
 - A number of defects have been found and some inconsistencies in performance which are being investigated and performance tuning activities are underway.



Source: Xoserve 10



Project Delivery - Milestones

Xoserve Milestones	RAG	Trend	Progress/Comments from Xoserve as of 19 Jul 16	Actions	Action Owner
PD 1.1 Core UAT Fully Complete	♦	⇔	Scoping and re-plan completed – closeout of all remaining test cases now expected by 21 Aug 16.		
PD 4.2 US UAT (inv.) complete		*	All test execution has completed. One invoicing defect, retesting in progress.		
PD 5.1 Go-Live	•	**	Covered under GONG – When the POAP is updated this will reflect the change and be moved from this segment of the report.		

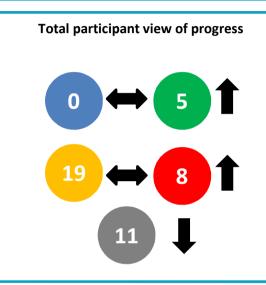
Source: Xoserve 11



Market Trials- Progress

Key Messages (based on portal submissions up to 15 Jul 16):

- All portal submissions are based on achieving a completion date of 31 Aug 16 for Market Trials.
- 32 of 43 participants submitted a self-assessment with 11 non-responders impacting accuracy of reporting.
- Blocking defects and slow defect resolution times continue to hamper participant testing. RGMA and particularly the baselines being used by iGTs for RGMA flows, are consistently being raised as an area in which defects are proving a particular challenge.
- The downtime caused by previous P1 incidents in the last period has had a knock-on effect on those participants who were forced to re-start test scripts after time-outs, losing additional testing days as a result.



Key

- Number of participants reporting behind test schedule and unlikely to complete in timeframe
- Number of participants reporting off track but remediation activities will support completion in current timeframe
- Number of participants rating on track with test schedule
- Number of participants reported to have completed test schedule
- Number of participants that did not supply information

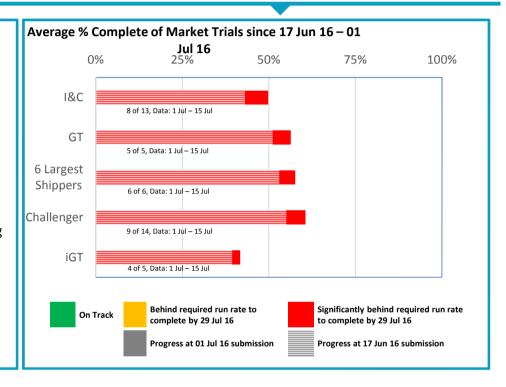
Participant	Status	Comments as of 15 Jul 16	Actions	Responsible
6 Largest Suppliers	00330	An increased response rate (32 of 43 from a previous total of 29) has resulted in an increase in Green RAGs (+2) and Red RAGs (+1).	A046 A069 A070	PwC
1 & C	00715	Participants have lost time due to previous		
Challenger	0 4 2 3 5	system outages and time-outs, and a number are still experiencing external blocking defects, particularly in relation to iGTs (new connections,		
GTs	01400	RGMA) and RGMA flows.		
iGTs	00311	A shortage of usable data relevant for Unique Sites testing is also impacting those organisations that have started testing Unique Sites.		



Market Trials - Progress

Key Messages (as at 15 Jul 16)

- The average completion of MT across the market is 54%.
- The average % complete per week is 2.7% since 1 July, up slightly from the 2.5% in the previous period.
- Using the most recent period run rates, it is projected that only 5 participants would complete MT testing by the end of August 2016.
- However, assuming participants could match or exceed their peak run rates during the market trials phase, at least 16 organisations could be expected to complete market trials before the end of August.
- The removal of blocking issues will be key to maximising the remaining market trials time and helping participants achieve the required testing progress acceleration.
- Problem solving session will be held 25 Jul 16 with Market Participants to identify and prioritise tactical and strategic actions.
- The Market Trials Task Force is currently prioritising and implementing actions. This will be covered in further detail as a Hot Topic.

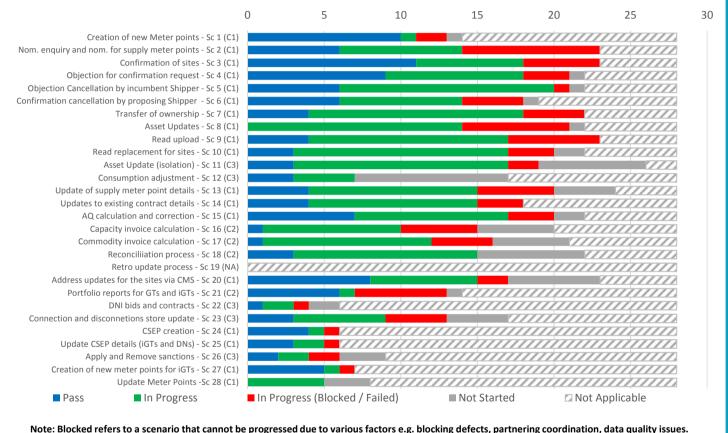




Market Trials – Scenario Progress

Since 1 Jul 16

- 4 additional participants reported Scenario 2 as blocked, citing external defects related to NOM files, missing responses and outstanding queries.
- Overall, 24 individual scenarios have blockers, up from 20 in the last submission.
- However, 26 scenarios are reporting at least 1 'pass', up from 22 in the last submission.
- The only applicable scenario without any reported passes is Scenario 8 Asset Update, and it also reports the second highest number of blocked participants at 7.



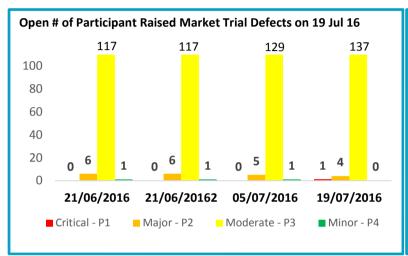
Note: Blocked refers to a scenario that cannot be progressed due to various factors e.g. blocking defects, partnering coordination, data quality iss

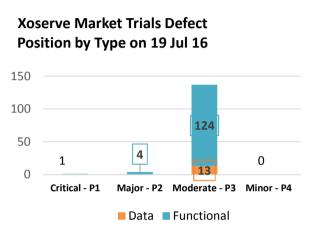
Key Messages (updated 15 Jul 16):

- All scenarios except Scenarios 12 and 28 had at least one participant blocked or fail testing. However, there has been an increase in the overall number of participants which have passed tests. 16 scenarios have at least 1 Large Shipper blocked or failed (one less than the previous portal submission).
- Scenarios 2, 8, 9 and 21 have the highest number of blocked participants (6 or more). The defect prioritisation report responses identified 23 different defects impacting these scenarios, so there is no single defect causing the majority of these blockages and failures.



Market Trials - Defects







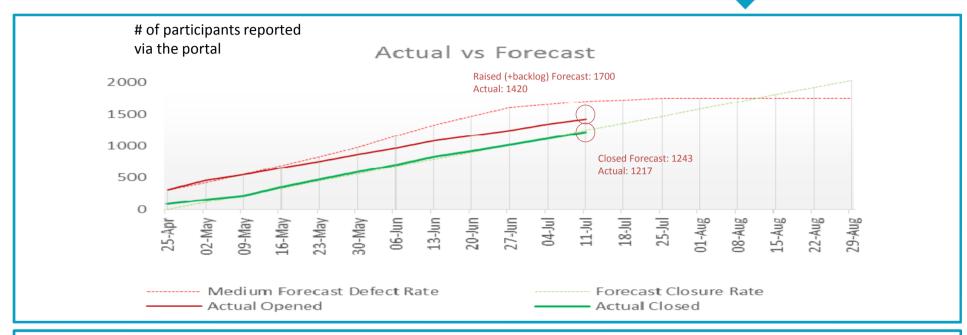
Key Messages (19 Jul 16):

- 17 of 37 (defect report) responses were received by 0900hrs, 15 Jul 16 in time for the prioritisation call. PwC are pursuing non responders via Ofgem, particularly where participants have raised blocked defects on the portal and not attended the prioritisation call.
- 17 of 24 prioritised defects were closed as of 21 Jul 16, with a further 7 still pending fix, post remediation of the (AML 10451) P1 incident102 defects were closed between 4 14 Jul 16 (of those closed, 67% passed and 32% were rejected, with a final 1% were closed due to duplication).
- To provide improved reporting metrics around the likelihood of participants completing MT and accounting for the difference in % blocks, ongoing improvements are being made to the data collection sheet and the defect prioritisation report.
- Only a total of 6 defects (each identified by a different participant) were noted to be impacting mandatory RGMA Scenario 8 (Asset Updates).

Transition



Defect Burn Down (UAT, MT)



- 82 new defects opened w/c 11 Jul 16 is now above the forecast amount for the week (50), which is down to the fact that Market Trials is not ramping down (as originally expected) and is in fact being extended this extension will need to be featured into a re-vamp of the defect burndown (assuming more defects are expected to be raised beyond July).
- Close-out was slightly under average for the week (98 defects).
- Performance over the last 4 weeks has been better than forecast.

Source: Xoserve 16



Market Trials - Queries

Query status by constituent type						
	Shipper	iGT	GT	DMSP	Other	Grand Total as at 18 Jul 16
Closed	1054	110	279	37	27	1507
Open	101	7	25	6	3	142
Grand Total	1155	117	304	43	30	1649

All Open Queries Age Analysis					
Figure as at 18 Jul 16					
0-10 days	36	25%			
11+ days	106	75%			
	142	100%			

All Closed Queries Age Analysis					
	Figure as at 18 Jul 16				
0-2 days	883	59%			
3-5 days	220	14%			
6-10 days	147	10%			
11-20 days	138	9%			
20+ days	119	8%			
Total	1507	100%			

Key Messages:

- 91% of all queries raised are now closed.
- 83% of queries are closed within the 10 day SLA with 73% being closed within 5 days.
- Key focus area is to analyze the 106 open queries which have been open for >10 days to reduce this number.

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Market Trials - Milestones

Market Trials	RAG	Trend	Progress/Comments from Xoserve as of 06/06/16	Actions	Action Owner
MT1.2 Core L3/4 MT end	•	⇔	Market Trials has returned to a BAU state after P1 incidents caused lost testing days. The final scheduled functionality deployment (30 June file format changes) have been deployed with no planned functionality releases planned for the remainder to market trials.	A039, A046	MTWG
MT2.2 US MT End	•	•	US continues to be slow with 7 of 18 participants having requested site confirmation from Xoserve to allow testing in the July invoice run. There also appears to be a blocking defect 9981 on the CSO sites, which is impacting a small proportion of US. US invoicing functionality was expected to be delivered into MT 19 June however, it will be ready to support the start of the July invoicing cycle on 1 July.		
MT3.1 Regression testing starts	•	*	On hold to cater for re-planning.	A046, A052	MTWG
MT3.2 Regression testing complete	•	⇔	On hold to cater for re-planning.		

Source: Xoserve 18

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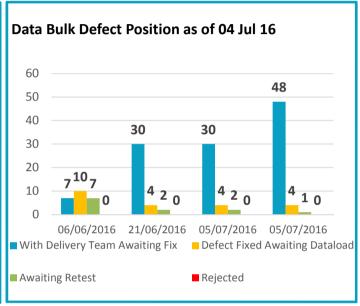
Appendix



Data - Progress

Key Messages (19 Jul 16):

- BW bulk load completed on time.
- Bulk Load validation is set to complete by 22 Jul 16 validating the existing Production load to understand quality and any remediation needed. The resolution path for defects identified will be defined following completion of validation.
- The Delta load has been put on hold. Further Delta tests, proposed in the scenario C approach have been incorporated into the Overall plan; Delta Test Cycle 1 has commenced and is expected to complete 22/08 ahead of confirmation of the new overall delivery plan.
- NED Test cycles continue to drive IGT, Unique Sites testing for resolving existing defects and improving performance.
- Participants are required to support the DMG and ensure linkage between their Nexus teams and their DMG reps. Specifically, we need the participants with SAP IS-U experience to bring this into DMG.
- Implement the iGT / Xoserve / shipper data object reconciliation process.
- Risk assess the SAP IS-U data population to identify objects at risk of validation or work flow failure. Identify if any gaps exist in current data cleanse activity.



Milestones	RAG	Progress/Comments as of 07/06/16	Actions	Action Owner
D1.2.DMCT3 Delta Complete	*	Milestone complete.		
D2.1 Bulk load complete	~	Milestone complete.		
D2.2 BW load complete	*	Milestone complete		
D2.3 First Delta		These Milestones are currently on hold due to re-planning activities.		
load complete	—	Dependent on completion of 1.2.		
D3.1 All Delta		These Milestones are currently on hold due to re-planning activities.		
loads complete		Dependent on completion 2.3.		

Source: PwC and Xoserve 19



Transition - Progress

TPG Products	Date	Owner
Communications Approach	On Hold	EDFE
PIS Industry Support Approach	On Hold	E.ON
Cutover Governance Strategy	On Hold	TPG Lead
Scenario Planning	Oct 16*	TPG Lead
Defining Steady State post go-live	Oct 16*	Xoserve
Reporting through cutover and go-live	Oct 16*	Xoserve
GONG Evidence Review	On Hold	PwC
Industry Transition Preparation Document	16 Aug 16*	TPG Lead
Industry Transition Plan	On Hold	TPG Lead
Catch Up Batch Overview	On Hold	Xoserve
iDR Scope Overview	Reissue	Xoserve
Low Level Transition Design	Reissue	Xoserve

*These dates may be updated once new delivery plan is released
= Items highlighted in pink are to be created or reissued by Xoserve

Key Messages (19 Jul 16):

- Due to the re-planning session taking place on 20 July 16, 67% of the TPG products are on hold until a new delivery plan has been generated.
- The following products all have TPG sub-groups which are enabling progression to continue:
 - Scenario Planning.
 - Defining Steady State post go-live.
 - Reporting through cutover and go-live.
- The Industry Transition Preparation Document provides clarity to the TPG forum of the products that need to be delivered as part of Transition. This has been updated to reflect the agreed set and will be sent out for review to the TPG forum on 21 July 16 prior to sign off being requested at the TPG on 02 Aug 16.
- Transition milestones have now been established to deliver TPG products and once delivery date is identified for Project Nexus, it will allow an Industry Transition Plan to be created.
- T1.1 milestone on hold until new delivery plan is set to understand timing of first dress rehearsal.

Milestones	RAG	Progress/Comments as of 19/07/16	Actions	Action Owner
T1.1 Completion of first dress rehearsal complete	•	On Hold due to re-planning. New delivery schedule due at end of July.		

Source: PwC from TPG 20

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GONG - Progress

Key Messages (as of 19 Jul 16):

• Against the current plan, The GONG Workstream has not yet been RAG rated. Once an industry plan has been confirmed a RAG status and reporting will be applied.

Milestones	RAG	Comments as of 19/06/16	Actions	Action Owner
PD5.1 Go live		Concerns over current run rate of market trials and the challenges highlighted in data and transition result in no change for current Go Live status.	All previously noted actions required to support delivery of Project Nexus.	As detailed in Action Log

Source: Participant 21



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Appendices

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1	Action Log	22 - 27
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Action #	Action	Progress	Owner	Status	Due	Forum	
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.	The Project Nexus Governance Interaction document was sent from the PMO inbox on the 08 Jul 16.	РМО		08 Jul 16	PNSG	
A044	TPG to conduct scenario planning exercises to confirm the impact of a lack of readiness on different participants (e.g. shippers, suppliers, GTs, iGTs), on each other and the market. TPG are to report the results to PNDG and recommend if any further mitigating actions are required.	This action is ongoing. Propose to move due date to 16 Sep 16 to allow for completion of re-planning exercises.	TPG		16 Sep 16	PNDG	
A045	Develop an industry wide transition governance framework that incorporates the GONG criteria.	This is dependent on getting the GONG Assessment dates, which will be determined in Aug as a result of the replanning exercise and will be approved at the PNSG taking place on 30 Aug 16. Propose to move due date to 30 Aug 16.	TPG		30 Aug 16	PNDG	
A046	Follow up with market participants identified as behind schedule with market trials testing to identify required remediation activities.	This will continue throughout Market Trial's testing with follow up as appropriate.	PwC		31 Jul 16	PNDG	
A052	MTWG to include in their work on MT blockers the identification of the reasons for the apparent slow uptake in US testing.	US testing has been reviewed in MTWG and the Market Trials Task Force.	MTWG		30 Jun 16	PNSG	
A054	PwC to investigate with Xoserve to define programme level appropriate milestones for releases.	This is underway within the industry planning process.	PwC		29 Jul 16	PNDG	



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Action #	Action	Progress	Owner	Status	Due	Forum
A062	Xoserve to confirm through their Implementation Dress Rehearsals that cutover activities can be completed in the required timescales. Updates will be requested at the conclusion of each interim dress rehearsal.	IDRs are on hold as a result of re-planning activity. Due dates will be changed with information from re-planning.	Xoserve		16 Sep 16	PNDG
A068	Escalate non responsive participants to PNSF attendee to provide better data quality for reporting.	Being completed as appropriate.	PwC		31 Jul 16	PNDG
A074	PwC will assess key industry processes coverage as part of their assurance report for market trials level 3/4 exit.	This is ongoing as part of PwC assurance activity.	PwC		31 Jul 16	PNDG
A080	Xoserve are requested to provide further granularity of information regarding defects such as, the categories they fall into, where they reside, and how long they have been open for.	Xoserve and PwC to discuss as part of the report revamp that is underway.	Xoserve		29 Jul 16	PNDG
A082	PMO are to review the change control process and check that it is appropriate and being adhered to (This also relates to A069, which requires Xoserve to make sure that all changes are effectively agreed and communicated through the right channel.)	PN PMO do not believe that PNDG should be responsible for approving every UKLC change. However there is a need provide greater visibility of changes to PNDG members so it can be discussed. As a next step PMO will ensure governance structure reflects the change control process - propose to move date to 04 Aug 16.	Ofgem and PwC		04 Aug 16	РМО
A085	Xoserve are to provide a summary report of the P1 incident and resolution.	Date of issue of the P1 report to be confirmed following root cause analysis. 22 Jul 16 for file processing P1 and 29 Jul 16 for data P1.	Xoserve		22 Jul 16 - file processing P1 29 Jul 16 - data P1	PNDG



Market Trials

Data

Transition

GONG

Appendix



Action #	Action	Progress	Owner	Status	Due	Forum		
A087	Xoserve are to provide information about how they are progressing with delivering reporting requirements, as there is currently no visibility.	This action is overdue. Participants have requested greater insight into the % of reports delivered into MT. There is a belief that the 99% UAT does not cover reporting requirements. Participants are suggesting that a milestone for report delivery complete would be beneficial.	Xoserve		21 Jul 16	PNDG		
A089	PwC are to meet with Baringa to discuss the defect management process and agree a set of 5 – 10 actions that should be taken to improve the process.	Meeting has taken place and key actions were discussed. PwC have documented actions and they have been shared with Xoserve/Baringa. Once agreed these will be tracked through PNDG.	PwC and Baringa		12 Jul 16	PNSG		
A090	In order to ensure industry planning correctly reflects market trials status, a special Market Trials focus planning session will be held.	This session was held 19 Jul 16.	PwC and MTWG		29 Jul 16	PNSG		
A092	Within the 02 Jun 16 Ofgem letter there are customer related risks. Determine if these are already covered by the GONG criteria and if not, include these risks in the RAID log as a means to manage these effectively.	PwC reviewed the letter and concluded that the customer risks were adequately addressed in the GONG framework.	PwC		14 Jul 16	PNSG		
A093	Organise a risk workshop to update likelihood and impact scoring for each risk to reflect the new industry plan.	Planning is underway. Participants will be contacted in week beginning 25 Jul 16	PwC		22 Jul 16	PNSG		
A094	It has been noted that there are some defect resolution dates that extend beyond Market Trials. Xoserve to identify-the number of defects that will not be resolved for Market Trials by 31 Jul 16.	No current defect resolution dates extend beyond 31 Aug 16. Xoserve to follow up with Participant who raised this action.	Xoserve		11 Jul 16	PNSG		



Action #	Action	Progress	Owner	Status	Due	Forum	
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.	Xoserve and PwC to agree a list of participants.	Xoserve		12 Jul 16	PNSG	
A096	Organise learning sessions between market participants to allow learnings to be shared. (Dependent on action A095)	This is dependent on A095	PwC		14 Jul 16	PNSG	
A097	Organise an interim call with the PNSG to provide an update mid July.	This took place 21 Jul 16.	PwC		08 Jul 16	PNSG	
A098	Distribute the definition and outline of Xoserve hypercare services (previously prepared for UKLF) to the PNSG members	Below is the link from the UKLIEF Meeting in March 2015. As mentioned this was part of a wider Service Mgmt update with the relevant diagram being on slide 5. In UKLIEF the lead for this area was present and provided the background and context which is not in the slide. Service Management Overview	Xoserve		08 Jul 16	PNSG	
A099	Distribute role description of the volunteer position required within TPG to support the development of hypercare requirements for market participants.	A volunteer from EON has agreed to provide fill this role.	PwC		08 Jul 16	PNSG	
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.	In progress	PwC		05 Aug 16	PNSG	



Industry Implementation Planning

Update





PNSG is asked to note and provide comments on the following:

- that Ofgem, PwC and Xoserve are continuing to develop and assure a new industry implementation plan for Project Nexus. A draft of this plan is being circulated with all market participants w/c. 1 August
- the approach to be taken in the new implementation plan is to set a go-live planning assumption with an estimated contingency window within which the implementation date may need to move.
- the ongoing planning and assurance work will need to complete in August so that this planning assumption can be revisited and revised as necessary during September and an update provided to PNSG.
- Ofgem/PwC will continue to hold to account Xoserve and all market participants to deliver in line with the planning assumption at all times.
- Ofgem/PwC/Xoserve will develop a number of key confidence checkpoints over the remainder of the plan during which progress against the plan will be assessed and risks considered. At these checkpoints, the ambition will be to reduce the length of the contingency window and give increased certainty of the implementation date. These checkpoints will be aligned with GONG.
- a firm implementation date will be set (and included in a new direction from the Authority) at a future checkpoint once there is more certainty. This reflects best practice for managing a programme of this size where there is uncertainty and risk in the timetable. Setting a firm date now would give a false sense of precision for market participants and increases the risk of future replanning work being necessary.

PNSG is asked to agree that:

- we set the new planning assumption for go-live of Project Nexus is set at 1 April 2017. This is the earliest implementation date for the project.
- we use the new planning assumption and accompanying draft industry plan for the purposes of reporting from now onwards modifying the plan through the PNSG as more information becomes available
- through the remaining planning work, market participants should focus on options and mitigating actions to include in the plan, which maximise delivery confidence for the earliest implementation date.

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Overview of Planning Activities

- Prior 30 June –Informal planning discussions with Xoserve
- 30 June 2016 –Ofgem published Scenario C decision
- 1 and 15 July 2016 Portal submissions
- 7 July 2016 First in person Industry Planning session held to talk through the February and April go live plans and identify additional information required to gain confidence in the plan.
- MTWG held to address 4 questions as input to the plan:
 - 1.When will Market Trials complete?
 - 2.How long is required for Regression Test?
 - 3.What is the scope of Regression Test?
 - 4.Can Regression test be completed on the current data set?
- TPG held to address 2 questions as input to the plan:
 - 1.What is the impact of changing Go-live date on the existing transition product set?
 - 2.What are the impacts to specific transition products?
- DMG held to address 1 question as input to the plan:
 - What participant-focused data cleaning and migration activities should be reflected in the new Implementation Plan?
- Xoserve revise their plan with updated MT testing completion date, bulk data load and revised regression testing duration
- 20 July 2016 Second in-person Industry Planning session held
- 26 July 2016 Market Trials Problem Solving session held to identify opportunities to accelerate Market Trials progress and increase confidence around the exit date for Market Trials



Key elements of the current version of the plan

Key elements of the current version of the plan are:

- Inclusion of a 2nd bulk load of data by Xoserve. Xoserve's preferred approach to data migration to minimise the risks of a pro-longed reliance on delta data processing
- Assumed completion of MT by end of September with 2.5 months of regression starting in November. This
 is driven by the last portal submissions and MTWG considerations
- The current version of the plan leads to a go-live on 1 April. This is considered to be the earliest possible implementation date.

The key areas of concern in the plan are:

- 1. Xoserve plan:
 - 1. The data migration workstream (currently the critical path) retains a significant risk profile due to:
 - Substantial additional activities required (E.g. New bulk load)
 - Significant risk profile continues to be carried into the replan (E.g. The Data risk has not yet been retired)
 - Lack of contingency
 - 2. Level of parallelism in the plan impacting Xoserve's SME resources (especially with regard to scope of regression testing)
- 2. Market Trials: Uncertainty on MT completion date this could lead to MT becoming critical path. Market participants have expressed their unwillingness to support an end of September date for Market Trials completion given current progress and outstanding defects.

Following the 20 July planning session and the 26 July Market Trials Problem Solving workshop, a plan to improve confidence has been developed. This is described on the following slides.



Planning Confidence: Xoserve Plan

Phase 1 Options Communication Plan		HL Indic. Plan	 February and April options investigated as the extremes of the Option C Window. Communication to Industry participants for high level feedback on thinking. Complete
Targe	Phase 2 Prog. depending on the level of contingency and risk appetite.		depending on the level of contingency and risk appetite. • February deemed unachievable due to the requirement for an additional Bulk data load.
nement	Phase 3a Industry Requirement Clarification	۵	Industry Decisions on: Reg. Test Duration / Reg. Test approach (initial) Awaiting Industry Decisions on: Reg. Test Data Requirements Market Trials Duration Reg. Test approach (detailed) Complete 19/08 End August
Phase 3 Target Date Refinement	Phase 3b Impact Assessment / Detailed Analysis	Prog. POAP	Xoserve analysis required on: • Transition Impact Assessment • Data Append – 'Art of Possible' • IGT Delta approach mitigation • Full Unique Sites Data load requirement • Testing of In Flight transactions • Confirmation of CR delivery scope and plans
Phase 4 Assurance & Validation POAP			 Due to the number of outstanding threads of analysis, further assurance and validation of the plan will continue, to include: Validation of low level workstream plans including resource assumptions Assurance reviews on achievability and risk profile (Xoserve & External)

Xoserve have now started assurance activities on key elements of their plan, specifically around data



Planning Confidence: Market Trials

Phase 1 Options Communication	HL Indic. Plan		group tasked with defining the scope of Regression Testing, data ession testing and the likely end date for Market Trials. Complete		
Phase 2 Target Date Definition	Prog. POAP	 Revised timeline covering Market Trials and Regression Testing developed and shared with industry at Industry Implementation Planning Workshop (20 July) Market Trials Problem Solving workshop (26 July) 			
Phase 3 Target Date Confidence Building	Prog. POAP	Ongoing supporting activities • Daily Market Trials progress calls • Weekly Defect Prioritisation Calls • MTWG • Portal submissions	Specific tasks to build confidence See following pages Market trials checkpoint at which triggering of contingency option is considered Contingency plan Contingency plan for Market Trials (to be invoked should the required progress in MT not be achieved Due 31/08		





#	Actions	Topic Area	Who	Due Date
1	Propose at PNSG that a sub group of PNDG members is established to be tasked with 'problem solving' specific areas including the 'Re-Think' items identified in industry planning.	Re-Think	PwC	01 Aug
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. *** connected to action 15	Functionality & Design	Xoserve	03 Aug
3	Market Participants to review the new fix report and raise any additional information they are expecting to see for consideration.	Defect Process	Market Participants	03 Aug
4	Market Participants to confirm detailed data requirements for regression via the MTWG representatives.	Process and Data	Market Participants	03 Aug
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.	Defect Process	Xoserve	05 Aug
6	Determine the date 'NRL' annual updates will be available for MT.	Functionality & Design	Xoserve	05 Aug
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. ***connected to action 8	Defect Process	Xoserve	05 Aug
8	Develop an industry SME Pool/knowledge hub for Market Participants to reach out to with issues prior to raising a query or defect. ***connected to action 7	Defect Process	Market Participants	05 Aug
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).	Process and Data	Market Participants	05 Aug





#	Actions	Topic Area	Who	Due Date
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).	Defect Process	PwC and Market Participants	05 Aug
11	Develop a checklist for Market Participants to use to triage defects and queries, sharing good practices amongst Market Participants.	Defect Process	First Utility	05 Aug
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.	Process and Data	Xoserve / DMG	05 Aug
13	Update Xoserve website to locate the process maps (including iGT) in a central location. Currently process maps are split over 3 locations	Process and Data	Xoserve	05 Aug
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. *** connected to action 2	Functionality & Design	Xoserve & PwC	08 Aug
15	Lead process walkthroughs in Targeted Areas (e.g. SPA, RGMA and iGTs).	Process and Data	Xoserve and Market Participants	08 Aug
16	Provide list of frequently asked queries / themes on Xoserve website.	Defect Process	Xoserve	19 Aug
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).	Defect Process	Xoserve and PwC	31 Aug
18	Ensure participants reporting blocked scenarios are making submissions into defect prioritisation process.	Defect Process	PwC and Ofgem	Ongoing
19	Identify sample of defects where Market Participants have not received a complete response or outbound file, and do root cause analysis.	Defect Process	Xoserve	Underway



A number of checkpoints have been identified to measure improved confidence in MT and Xoserve's plan.

Area	Criteria	Desired outcome	Key dates
Xoserve plan	Delta	Delta checkpoint 1: Delta TC1 defect fix validation – i.e. sufficient defect closure	29 August
Xoserve plan	Assurance	Plan assurance complete	29 August
Xoserve plan	IDR	NED checkpoint 1: Post-IDR1 NED performance (time and quality)	9 October
Xoserve plan	Delta	Delta checkpoint 2: Post-IDR1 Delta performance (time and quality)	9 October
Market Trials	Reduction in new defect rate	Sustained reduction in new defects raised rate	Weekly from defect prioritisation data
Market Trials	Increase or sustainment of defect closure rate	Sustained increase or sustained performance on defect closure rate	Weekly from defect prioritisation data
Market Trials	RAG assessment	Portal submission showing a participant MT RAG status that indicate a clear majority of participants can complete.	29 July 12 August 26 August
Market Trials	MT Completion run-rate	Portal submissions showing sustained increase in run-rate that allows confidence in a forward prediction.	29 July 12 August 26 August



Plan on a Page

Note: this will be provided as a hand out at the PNSG meeting





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Review of Programme Governance

Discussion



- A number of participants have expressed concerns with the current governance structure – particularly the lack of a face-to-face PNDG
- Concerns are not universally expressed across all participants with some supporting the webex format
- The original proposal was for a smaller constituency based PNDG. The idea behind this was to form a cohesive group of project managers that could work together to jointly problem solve
- This proposal was rejected by participants in favour of an all party PNDG
- At the market trials problem solving meeting last week a number of participants suggested that a smaller group of project managers should be formed to look at market trials contingency options - while focused on a discrete scope this sounded a lot like the original PNDG concept
- We have been considering how best to move forward on this issue and have developed a number of options set out on the next page





Continue broadly as is

Continue with the current format and seek to further drive detailed discussion down in to the working groups. Hold adhoc PNDG meetings face-to-face at critical points in the project.

- Attendance at existing groups needs to be revisited
- Provides ability for face-to-face at critical points e.g. during replanning
- Lacks small group of PMs to take ownership and leadership

2

Original representative PNDG model

Dispense with the current PNDG format and form a representative PNDG as originally proposed.

- Loose current all hands broadcast
- Provides focused small group of PMs to take ownership and leadership
- Constituency based

3

PNDG+ group

Form a representative PNDG+ group that meets prior to each (or prior to alternate) PNDG meetings. Follow the meeting of the PNDG+ group with a broadcast webex PNDG as now

- Maintain current all hands broadcast
- Provides focused small group of PMs to take ownership and leadership
- Non PNDG+ members have opportunity to engage through PNDG as now

4

Re-purpose PNSG

Repurpose the PNSG into a PM forum. Adjust attendance accordingly

- Provides focused small group of PMs to take ownership and leadership
- Loose steering function of PNSG

5

All hands face-toface PNDG

Run all PNDGs faceto-face with all hands invites

- Inefficient use of time
- Favours large organisations
- Lacks a small group of PMs to take ownership and leadership