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# **Project Nexus Steering Group [PNSG]**

21 November 2016







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Minutes can be found on the Ofgem website at:

https://www.ofgem.gov.uk/gas/retail-market/market-review-and-r

eform/project-nexus





## **PNSG Programme Summary**

<b>Overall Summary:</b> RAG rating of the p Trials (with caveats). The first of three contin to endorse the decision not to invoke use or requested to endorse a change in scope to the Further information is included later as DO1	Status Since: 27 Sep 16			
Significant risk to go-live - Immediate mitigation required	gent manageable with being closely		A or No formation	No Change in Status Decrease in severity since previous report
Solution Delivery         The Amber / Green rating is driven by limited contingency time afforded to CR delivery and the requirement to retest the final elements of PT.         Code stability CR delivery is on track and is being closely monitored to ensure the delivery time table is achieved. The impact on RAG will be reviewed at the Pre-release checkpoint on 02 Dec 16; any delay could impact regression testing.         PT (PN1.0) stress testing execution has completed with 2 outstanding activities; assessment of fix and test plans for these 2 activities will be developed as part of Gas Day Testing and a subsequent residual PT test milestone.	Market Trials (Market Trials Market Trials is rated as Amber, as risk remains to the conclusion of residual MT activities and readiness for MT Regression. Ofgem made an indicative decision to exit Market Trials on 11 Nov 16 based on analysis from the 04 Nov 16 Portal Submission and Managed MT position. Mitigation plans, including deferral of testing prior to or during MT Regression and workarounds, have been agreed with participants where required. Completion of these plans will be assessed as part of the GONG Assessment 1 on 22 Dec 16. Industry focus must now also shift to ensuring readiness for MT Regression. Full commencement of testing by all participants on 09 Jan 16 will be essential to complete the phase by 24 Mar 16. This requires timely preparation and achievement of the entry criteria by participants and Xoserve. A MT lessons learned workshop for MTWG and RIAG is scheduled for 23 Nov 16 the key objective being to feed lessons into MT Regression approach.	DataThe Data workstream is rated as Amber / Green against the 01 Jun 17 delivery plan.The Amber element reflects a number of Data defects for Delta and iGT data loads that still require enduring Data 'Fix and Prove' cycles, and In-flight Data Readiness. There are also concerns over participants data cleanse and reconciliation activities.The Green element is driven by completion of all Data Elements within IDR1 and also that market engagement on data cleanse and reconciliation has improved.The PNSG are being asked to approve three changes to the data milestones none of which impact the go-live date. These are detailed later as D008 and D009.	Transition ( ) The Green rating reflects, that all critical path activities are progressing to plan. Although the date for the IDRO approach milestone, T1.1 was missed, it does not impact the critical path for Transition or the completion of IDRO. The tentative date for the IDRO approach to be issued is by the 22 Nov 16. The lessons learned from IDR1 have provided confidence that issues encountered during the dress rehearsal can be corrected in advance of the next IDR sessions in 2017. The next TPG is scheduled for the 22 Nov 16. As part of this session, Xoserve will walk through the results from Performance Test and the new draft of the LL Transition Design which has been updated to reflect the 01 Jun 17 implementation date. The document walkthrough is designed to provide confidence to the market participants that the system meets requirements and allows them to plan for their last file runs before the NED period commences.	In response to the GONG evidence questionnaire, Market Participant feedback has been received providing early indication of where potential shortfalls in evidence may arise. Work is ongoing to impact assess these responses. Planning activity has now commenced in preparation for the first GONG assessment which is scheduled for 22 Dec 16. This is preceded by two self assessment portal submissions on the 25 Nov 16 and 16 Dec 16. Two WebEx sessions have been held to walk Market Participants through the GONG self assessment process and to answer any questions prior to the first submission. The outcome of the portal submissions will be reviewed and reported at an aggregated market level to the appropriate governance forums.



## **MT Exit - Indicative Decision**

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**Ofgem email dated 09 Nov 16:** On the 11 Nov 16, Project Nexus is due achieve the realisation of milestone **MT1.5** Market Trials Exit. To provide transparency and maintain momentum with the programme, but also recognising a decision has yet to be taken, **Ofgem anticipate making an indicative decision to exit Market Trials on 11 Nov 16,** in line with the current plan. To do so, there are a number of assumptions that Ofgem expect market participants to work to in the coming days / weeks, so that parties can plan ahead, particularly for those who are continuing to complete the final parts of their test plans. Ofgem's emerging view is based on a first cut of analysis by PwC of the 04 Nov 16 portal submission and further discussions held with participants this week and is subject to change. It suggests there are not significant market wide risks to exiting Market Trials. **Ofgem will confirm their indicative decision with market participants on 11 Nov 16, which will be subsequently discussed at PNSG on 21 Nov 16**. This slide sets out what exactly this means for Market Participants, and details the process for finalising this decision.

Overview

### Defects

1. Xoserve will continue to fix, where possible, open defects (logged before 11 Nov 16) to support the Code Stability checkpoint and entry to Regression Testing. However, there will be more detailed scrutiny of each defect to determine whether a fix is required for go-live or whether the defect is a candidate for a work-round.

2. Once these defects are resolved market participants will be informed through the normal process and impacted organisations can elect whether they wish to test these defects prior to Regression Testing or wait until Regression Testing.

3. Post 11 Nov 16 no new defects will be investigated.

4. However, organisations will continue to be able to <u>log</u> defects through the normal Xoserve service desk. As stated above these will not be investigated prior to Regression Testing.

### **Residual Testing**

1. Market Participants can continue to test however there will be <u>no</u> support from Xoserve on defect resolution or queries beyond the exceptions identified below.

2. There will be some downtime with respect to the testing environment, which will be communicated by Xoserve to market participants in the normal manner.

3. Scheduled outgoing files will continue. This excludes Invoices (Charge Value and Supporting Information Files) and the LPA files where an LPA catch up will be provided prior to Regression.

4. Response files will continue to be sent.

### Exceptions

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1. Xoserve will continue to support testing outside of Market Trials on:

a. CR176.

b. Reconciliation Invoicing Supporting Information files (AML/ASP).

2. Support from Xoserve will conclude on 30 Nov 16 for CR176 and AML/ASP – but principles outlined above will continue to apply in terms availability of testing environment and logging of defects.

3. Work on identifying additional areas that may require support from Xoserve are currently under discussion.

### Next Steps

1. **11 Nov 16**: Indicative decision on Market Trials exit – communicated by email to this group.

2. **15 Nov 16**: 'Lite' PNDG meeting. Market Trials will be a 'Hot Topic' with detail from the latest industry portal submission.

3. **21 Nov 11**: PNSG meeting where the final Market Trial exit position will be known in terms of defects post the 11 November 'hard stop'. The Ofgem indicative decision to be considered by PNSG at this meeting unless there has been a material change to the state of the market which would result in an amended indicative decision.

4. **22 Dec 16**: GONG Assessment 1 where manual workarounds and exceptions status can be reported on in the context of Code Stability and entry to Regression Testing and a decision against the GONG criteria considers whether "Xoserve and Market Participants have completed Core Market Trials."

• If market participants would like to discuss further, contact Jon Dixon at jonathan.dixon@ofgem.gov.uk or Nicola Garland at nicola.garland@ofgem.gov.uk.

• If you would like to discuss individual test scenarios please contact your organisation's PwC Case Manager.



# Decision – MT Exit

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Decision causes a milestone date change on the Plan on a Page       Decision impacts The go-live date       Programme Decision with no impact to POAP						
#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
011	The PNSG are requested to ratify that MT 1.5 [Market Trials Complete] has been realised and that this phase of the programme is now complete.		11 Nov 16	Market Trials	Ofgem's position remains that the programme is in a position to exit Market Trials MT1.5. Ofgem have weighed up a number of factors against the Market Trials exit criteria to assess the overall risk to the market and consumers. These have included, but not been limited to, the materiality of the remaining tests and defects to the market as a whole, the amount of AQ impacted and the business criticality of blocked processes. Ofgem will continue to assess completion of residual testing and mitigation plans at GONG Assessment Gate 1 in preparation for the Code Stability and MT Regression Entry milestones. An update on the residual testing and completion of outstanding defects and change requests will be provided to the PNSG scheduled for the 19 Dec 16.	Pending PNSG Decision



## MT Portal Submission 04 Nov 16

Data

The MT Exit assessment included portal responses from **33 participants**, which equates to **94% Annual Quantity ('AQ')** and **93% of supply points.** 

**10 participants** have not provided an updated status or have shown limited/no engagement through MT

Market Trials participant completion status:

Overview

Project

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Participants com
 Participants con
 Managed MT with the transformation

9

Market

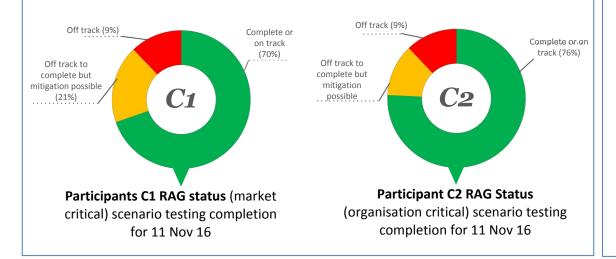
Trials

Participants completed Market Trials

7 Participants confirmed completion of Managed MT with mitigation

Limited or no engagement in Market Trials

**Of the 33 organisations who responded, 29** have, or were expected to, complete C1 and C2 Scenario testing by 11 November (including those where mitigation is required).

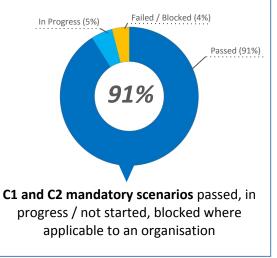


*Of the 33 who responded, 26* provided a mandatory scenario checklist as part of their submission. These show an overall pass rate of 91% for C1 and C2 scenarios.

Transition

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Appendix







## MT Exit Summary

Ofgem made an indicative decision to exit Market Trials on 11 Nov 16 for ratification by PNSG on 21 Nov 16. This was based on the following:

- The participant self-assessment at 04 Nov 16 shows sufficient market coverage of testing across the C1 and C2 mandatory scenarios to support an exit from L3/4 MT.
- PwC assurance activity is ongoing to validate participant MT exit self-assessments against the Exit Criteria. The conclusion to date is that the self-assessments are supported by the evidence review.
- A number of test exceptions have been reported, but the volume and the nature of these exceptions suggests that forward test plans / workarounds are likely to be feasible and practical.
- The **number of open defects was a concern at 11 Nov 16** and further work is being performed by Xoserve to analyse the final defect position and identify forward plans.

MT Exit Criteria*	Key Assessment metrics	Interim 4 Nov	17 Nov	Interim 4 Nov RAG / Corresponding RAG Threshold Definition
Market critical processes: All applicable C1/C2 scenarios have been executed and passed	% completion of market trials test scenarios relating to C1 scenarios – this includes all Change of Supply scenarios.			Less than 100% complete with a credible mitigation plan
successfully	% completion of market trials test scenarios relating to C2 scenarios			>80% and <100% complete
<b>Defects:</b> There are no critical or high impact defects that are open and unresolved and other open defects	Number of unresolved critical and high impact defects from market trials relating to C1 scenarios.			1 or more critical or high defects. <b>Note:</b> identification of credible mitigation plans will support movement to an 'Amber' status.
do not cause a significant risk to go live.	Number of unresolved critical and high impact defects from market trials relating to C2 scenarios			1 or more critical or high defects. <b>Note</b> : identification of credible mitigation plans will support movement to an 'Amber' status.
	Number of open medium and below defects relating to Market Trials			Minimal level of non-critical or high defects impacting critical processes which are understood and can be managed
Workarounds: Any workarounds have been identified, documented and agreed to be sustainable.	Number and extent of workarounds identified during the test phase.			1 or more workarounds that are credible and sustainable.

\*The MT criteria were approved by the industry via the Market Trials Working Group in November 2015 and June 2016



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## **C1** Mandatory Scenario

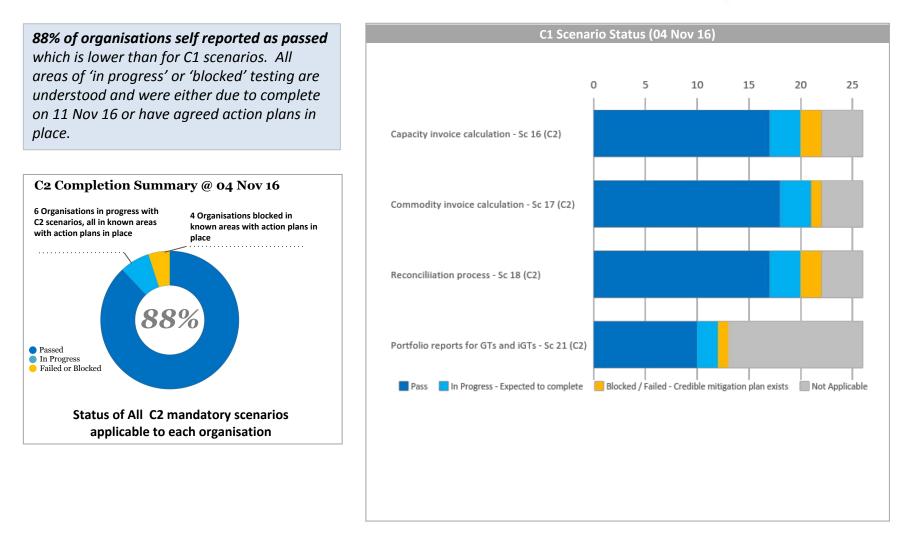
C1 Scenario Status (04 Nov 16) 94% of applicable C1 scenarios were reported as passed representing a high level 0 15 5 10 20 25 of coverage across the market. However, this Creation of new Meter points - Sc 1 (C1) cannot confirm all variations within each of Nom. for supply meter points - Sc 2 (C1) the passed scenarios have been tested by each organisation. Known exceptions Confirmation of sites - Sc 3(C1) affecting blocked/failed/in progress are Objection for confirmation request - Sc 4 (C1) understood and were either due to complete Objection Cancellation by inc. Shipper - Sc 5 (C1) on 11 Nov 16 or have agreed action plans in Confirmation canc by prop. Shipper - Sc 6 (C1) place. Transfer of ownership - Sc7 (C1) C1 Completion Summary @4 Nov Asset Updates - Sc 8 (C1) 3% of all C1 3% of all C1 scenarios Read upload - Sc 9 (C1) (8 Organisations scenarios blocked) (9 Organisations in Read replacement for sites - Sc 10(C1) progress) Update of supply meter point details - Sc 13(C1) Updates to existing contract details - Sc 14 (C1) 35% relates to Transfer of AQ calculation and correction - Sc 15 (C1) Ownership scenarios Address updates for the sites via CMS - Sc 20 (C1) Passed
 In Progress
 Failed or Blocked CSEP creation - Sc 24 (C1) Update CSEP details (iGTs and DNs) - Sc 25 (C1) Creation of new meter points for iGTs - Sc 27 (C1) Status of All C1 mandatory scenarios Update Meter Points-Sc 28 (C1) applicable to each organisation Pass In Progress - Expected to complete Blocked / Failed - Credible mitigation plan exists Not Applicable

Source – Participants Portal Submission from 04 Nov 16





## **C2** Mandatory Scenario



Source – Participants Portal Submission from 04 Nov 16

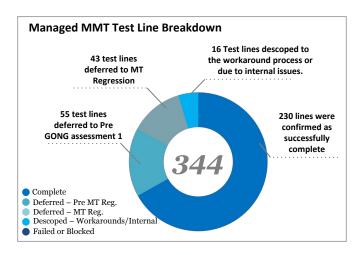
Transition

## Test Exceptions

Where 'in progress' and 'blocked / failed' tests were reported through the portal submission this aligned to test lines known to be in progress or to be deferred after the 11 November 16 from participant Managed Market Trials test plans.

OTC

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Functional area	Mandatory Scenario	No. of test lines	Numt	per of participants impacted after 11 Nov
Address Update s- CMS	SC1	1	1	GT 'B'
Transfer of Ownership (inc. Shared Supply Points)	SC2-7	21	6	GT 'C', Large Supplier 'A' and 'C', I&C 'C', 'D' and 'E'
<b>Asset Update</b> (inc. test of iGT RGMA file formats)	SC8	26	6	Challenger 'B', Larger Supplier 'A', 'B', 'C', and 'E', I&C 'A'
Meter Reads (inc. CR176/182)	SC9 and SC10	10	7	Larger Supplier 'A', 'B' and 'E, I&C 'C' and 'D', Challenger 'A' and GT 'A'
Isolations	SC11	6	3	Large Supplier 'B' 'C' and 'E' and GT 'A'
AQ Calculation and Correction (inc. Annual AQ NRL)	SC15	16	6	Larger Supplier 'A', 'B' and 'E', , I&C 'C' and 'D', Challenger 'A'
Invoicing	SC16-18	16	7	Larger Supplier 'A', 'B' 'C' and 'D', I&C 'A' and 'D' and Challenger 'A' and GT 'E'
CMS Address Updates	SC20	3	2	Large Supplier 'E' and IGT 'A'
Portfolio Reports	SC21 and 23	2	1	GT 'A' and 'B'
Update/Create Meter Point including CSEP	SC24, 25 and 27	7	2	Large Supplier 'A' , IGT 'A' and GT'B'
Update Meter Points	28	1	1	GT 'C'
Unique Sites and LPG	Multiple	3	2	GT 'A' and 'D
Request To Bill	NA	1	1	GT 'B'
EZX File	NA	1	1	Large Supplier 'A'
	Total	114		

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## **Defects and Workarounds**

### Defects

*Forward plans for resolving defects, or identifying workarounds, require development following understanding of the final defect position.* 

# *Xoserve to present Xoserve final MT defect position separately*

Participant Internal MT Defects (4 Nov)	Total	Average per participant	Participants with 2 or more
Total	43	n/a	n/a
C1 Scenarios	36	1.1	8
C2 Scenarios	17	0.5	4

### Workarounds

The number and extent of **workarounds** reported through the self-assessment **does not currently present a material impact** across the market and action plans appear to be in place.

No. participants with zero workarounds required19No. participants with minimal level of workaroun which are credible and sustainable12No. participants significant number of workarounds which is not sustainable.2*No. participants where data was not provided10	Participant Workaround RAG							
of workarounds which is not 2* No. participants where data was not provided 10		19		12				
	of workarounds which is not	2*	No. participants where data was not provided	10				

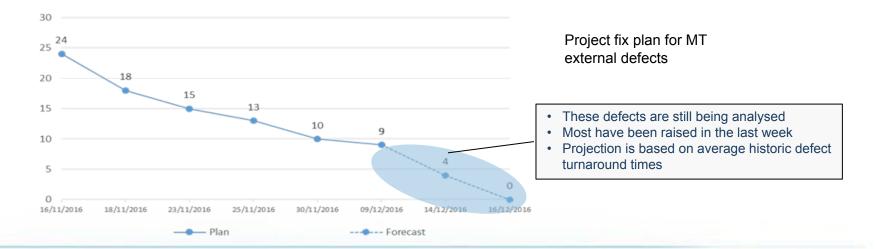
	Scenario	Nature of Exception	Participants Not Complete	Wider Market Impact and Considerations	Mitigation Plan	Further Action
Workarounds associated with 'Red' participant RAG Status*	AQ Correction and calculation	Manual workarounds required to process all flows in this scenario.	I&C	Limited to this participant and therefore not deemed to have a material effect on the Market	Work with affected participants to determine if a fix can be implemented prior to MT regression.	Monitor leading up to MT Regression.

\*Note – one participant who indicated a red RAG status did not provide details of the associated workaround(s)

Source – Participants Portal Submission from 04 Nov 16

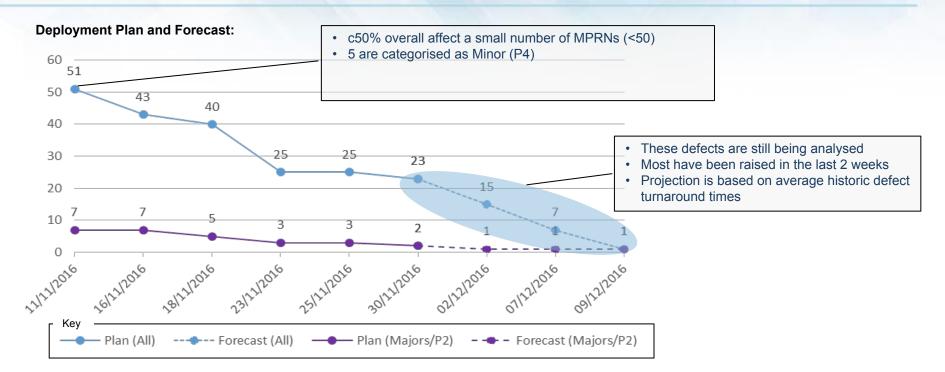
### Market Trials: Participant raised defects summary

No of Defects		Description
69		Final defect count at COB 11 Nov 16
	42	Fixed /Deployed
Less 2		Xoserve workaround (already implemented)
	2	Covered by the planned CR deployment in December
23		Actual Defect count at COB 16 Nov 16
Less 2		WIP. Planned for deployment week ending 18 Nov 16
	21	Remain under investigation after 11 Nov 16





### Market Trials: Xoserve raised outstanding defects summary



### Breakdown of the 7 Open Major (P2) Defects:

Status	Summary	Planned Deployment Date
In Build	IGT quarterly report	30/11
In Build	Commodity invoice aggregation	18/11
In Test	Rec class 4 volume calculation - tested & being assured	23/11
In Test	Invoice (charge) defect – tested & being assured	18/11
In Test	Field update on invoice	23/11
Being Assessed	Smart meter reads on supporting information	TBC
Being Assessed	Rec validation mismatch – possible workaround	TBC











2

**MT Exit completion position and the required mitigation plans.** This includes finalising the list of incomplete tests from Managed Market Trials, the Xoserve defect position and related mitigation plan.

Continue to review the final position of incomplete/deferred testing and defects following MT Exit to assess the overall risk of to MT Regression.



**Complete the ongoing MT PwC Assurance activity to plan.** This includes completion of follow-up calls and site visits with the sample of completed market participants.



Participants to complete residual testing from MT and workarounds to be agreed, as required.



Assess the completion/progress of the required mitigation plans at GONG Assessment Gate 1, the Code Stability and MT Regression Entry milestones and report to PNSG / PNDG as appropriate.



**Complete a market trials lessons learned workshop,** to be held with MTWG and RIAG on 23 Nov 16.



# Decision – MT Exit

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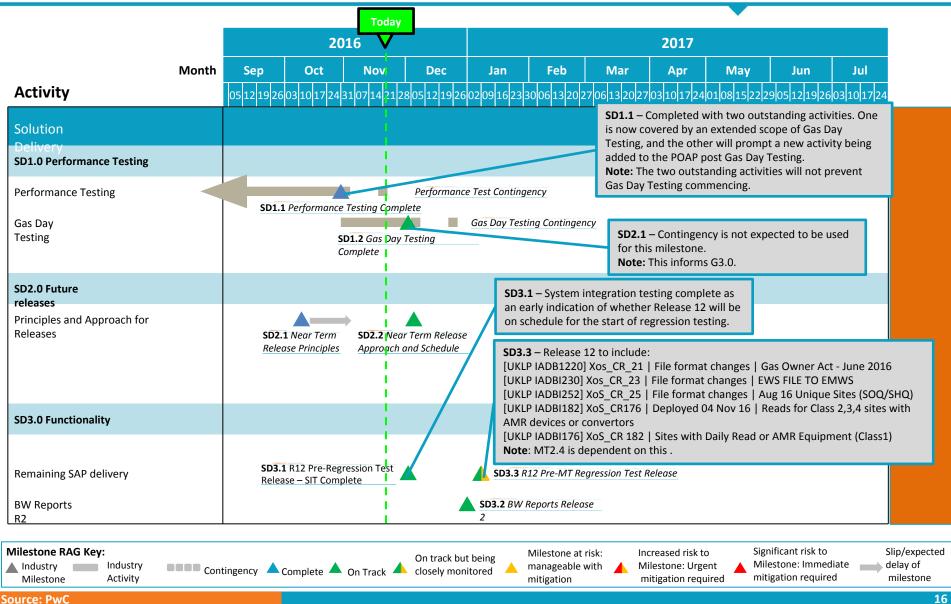
Overview

Decision causes a milestone date change on the Plan on a Page       Decision impacts The go-live date       Programme Decision with no impact to POAP							
#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome	
011	The PNSG are requested to ratify that MT 1.5 [Market Trials Complete] has been realised and that this phase of the programme is now complete.		11 Nov 16	Market Trials	Ofgem's position remains that the programme is in a position to exit Market Trials MT1.5. Ofgem have weighed up a number of factors against the Market Trials exit criteria to assess the overall risk to the market and consumers. These have included, but not been limited to, the materiality of the remaining tests and defects to the market as a whole, the amount of AQ impacted and the business criticality of blocked processes. Ofgem will continue to assess completion of residual testing and mitigation plans at GONG Assessment Gate 1 in preparation for the Code Stability and MT Regression Entry milestones. An update on the residual testing and completion of outstanding defects and change requests will be provided to the PNSG scheduled for the 19 Dec 16.	Pending PNSG Decision	



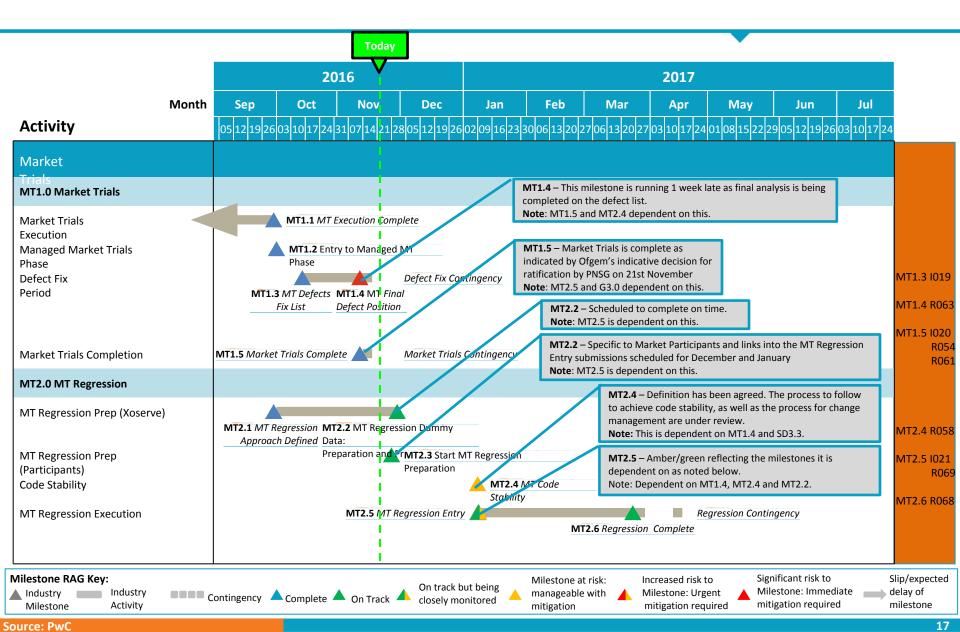
### Solution Market Overview Data Transition GONG Appendix Deliverv Trials

## Solution Delivery Plan



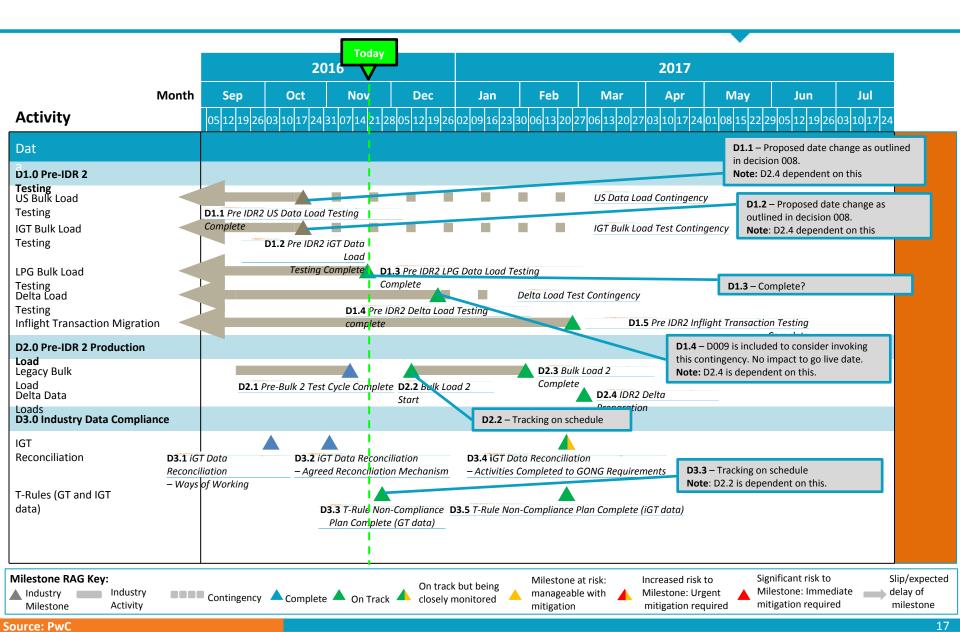


## Market Trials Plan





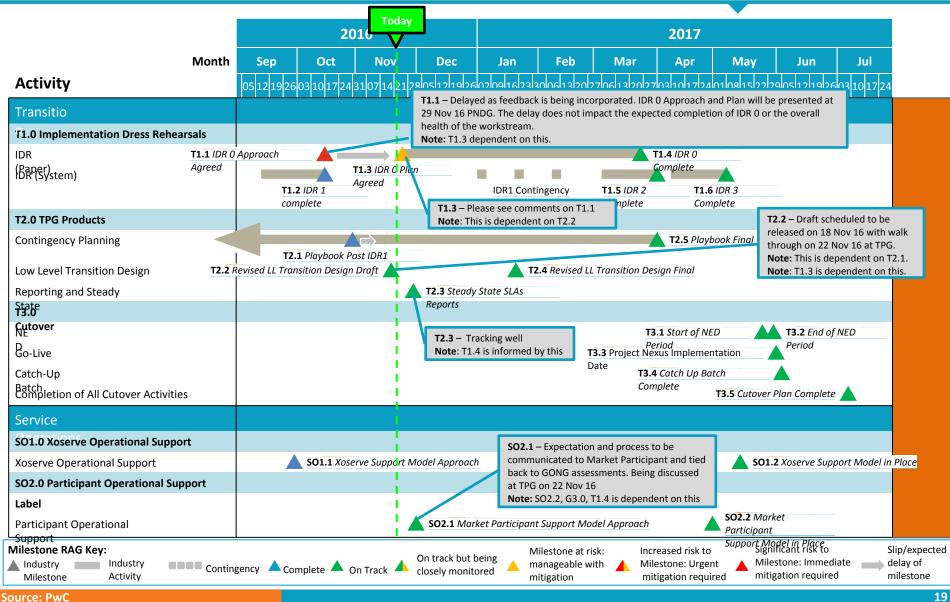
## Data Workstream Plan





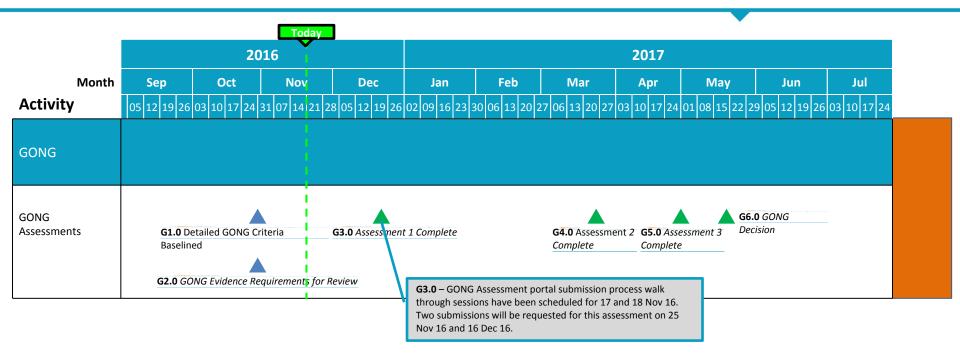
### Solution Market Overview Data Transition GONG Appendix Delivery Trials

### Transition Workstream Plan





## **GONG Workstream Plan**







	Decision causes a milestone date change on the Plan on a Page		cision impacts go-live date		Imme Decision D impact to POAP	Decision 008
#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
008	Based upon PNDG recommendation from the 16 Nov 16, the PNSG are requested to ratify the move of milestone <b>D1.4</b> [ <i>Pre IDR2</i> <i>Delta Load Testing Complete</i> ] from 23 Dec 16 to 23 Jan 16 to reflect the use of the contingency period that was built into Xoserve's plan. <i>Extension of this milestone beyond its</i> <i>existing scheduled delivery date will not</i> <i>impact the 01 Jun 17 go-live date.</i>		15 Nov 16	Data	Delta Solution readiness is a key component of any decision to invoke June / July contingency. Xoserve established contingency for two additional runs in January and February; utilising the January run would not impact the 01 Jun 17 implementation date, using the February run would in a 01 Jul 17 implementation. At the point of formulating the 01 Jun 17 re-plan it was acknowledged that utilising the first of these contingency periods was likely. Further information has been shared at DMG and other forums describing projections of the Delta solutions 'health'. These projections indicate that the February run is not likely to be required.	



	Decision causes a milestone date change on the Plan on a Page Decision impacts The go-live date With no impact to POAP					
#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
009	PNSG are requested to endorse the change in date of milestones <b>D1.1</b> [ <i>Pre IDR2 US</i> <i>Data Load Testing Complete</i> ] and <b>D1.2</b> [ <i>Pre</i> <i>IDR2 iGT Data Load Testing Complete</i> ] from 20 Oct 16 to the 27 Feb 17.		15 Nov 16	Data	The original dates for both D1.1 and D1.2 milestones (20 Oct 16) were established at the point of initial planning. It was understood that a subsequent date would be included once more information was available. At the point of formulating the 01 Jun 17 plan, it was acknowledged that further US and iGT/DM CSEP data migration dedicated test cycles would be required, and the specifics would be developed post the outcome of IDR1. This was reflected by adding a long tail of contingency to each milestone. Xoserve has now analysed actual defect and load performance statistics gained from IDR1. As a result, additional test activities for US and IGT data have been planned. The change to milestone dates reflects the end date of these additional activities and is within the contingency tail. Depending on the outcome of these activities further additional activity may be required within the contingency tail. If so this will be subject to a separate decision to amend the plan.	



	Decision causes a milestone date change on the Plan on a Page       Decision impacts The go-live date       Programme Decision with no impact to POAP					
#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
012	<ul> <li>PNSG are requested to endorse a change in scope to the industry checkpoint scheduled for 23 Dec 16 to include iGT and US loads within the criteria to be assessed.</li> <li>IGT loads is progressing against scheduled delivery timeline</li> <li>US loads is progressing against scheduled delivery timeline</li> </ul>		15 Nov 16		<ul> <li>This measure has been proposed in response to Decision 009, the change in date of milestone D1.1 and D1.2 to the 27 Feb 17, to provide an increased level of assurance.</li> <li>The measures outlined previously for Contingency Checkpoint #2 were: <ul> <li>Successful completion of Delta Test Cycle 4</li> <li>On track for Market Trials Code Stability</li> </ul> </li> <li>This decision does not change the original criteria, it simply adds additional criteria.</li> </ul>	

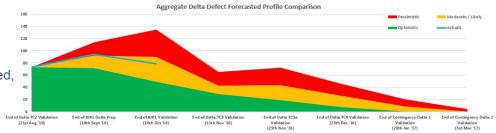


	Decision causes a milestone date change on the Plan on a Page		cision impacts go-live date		mme Decision b impact to POAP	Decision 010
#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
010	The first of three contingency checkpoints scheduled within the Project Nexus programme has been reached. Based upon the successful completion of Delta TC3 and the completion of MT exit, it is assessed that there is no requirement to invoke the use of the planned contingency period and delivery will continue against a 01 Jun 17 go-live date. The PNSG are requested to endorse the decision not to invoke the planned contingency at this checkpoint.		21 Nov 16	Market Trials	<ul> <li>The checkpoint #1 decision criteria are:</li> <li>Successful completion of Delta Test Cycle 3</li> <li>Successful completion of Market Trials Exit</li> <li>Based on progress in delta testing (next slide) and D011 (Market Trials Complete) the criteria have been sufficiently met.</li> </ul>	

### Delta Load (TC3) CP1 summary position

- Delta load assesses whether to retain a June implementation date, or utilise contingency and consequently move to a July implementation; this is first assessed in CP1
- Delta solution health is therefore being regularly monitored to support contingency decisions
- Delta Test Cycle 3 is the planned stage that informs CP1; this concluded to plan
- The current measurement of the Delta solution indicates that additional contingency that would result in a July implementation is not required
- Delta TC3 and IDR1 cycles both performed better than expected levels:
  - i. All defects planned to be resolved (or more) were fixed ahead of cycle load
  - ii. The defect fix success rate was improved from that planned, and;
  - iii. Fewer defects were newly identified than estimated

The results indicate that the TC3 cycle is within plan and future cycles will be sufficient to achieve solution stability.







respect ) commitment ) teamwork



This document has been prepared by PwC only for Ofgem and solely for the purpose and on the terms agreed with Ofgem in PwC's statement of work (of 1 August 2016, Spec 7) as part of PwC's call-offs under the framework agreement dated 11 April 2016. PwC accept no liability (including for negligence) to anyone else in connection with our work or this document.