

Project Nexus Steering Group [PNSG]

[Full Report]

23 January 2017

ofgem

Agenda


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Minutes can be found on the **Ofgem** website at:
<https://www.ofgem.gov.uk/gas/retail-market/market-review-and-reform/project-nexus>


PNSG Programme Summary

Overall Summary: The Programme RAG has improved to Amber / Green reflecting achievements made across the majority of workstreams. **Solution Delivery** continues to track Amber / Green as a result of the need for confirmation of industry volumes required for Day 1 (in order to verify performance results). **Market Trials** continues to track as Amber / Green reflecting the successful realisation of MT2.5 MT Regression Entry. **Data** remains Amber / Green which is driven by the data loads which require fix and prove cycles, in-flight readiness and concern over the data cleansing and reconciliation actions undertaken by participants. **Transition** Has improved to Amber reflecting continued participant concern over the length of NED (T3.1 and T3.2) and outstanding actions regarding Transition products. **GONG**, is currently Amber / Green reflecting the PNDG approval of the G1.0 assessment though are awaits further evidence. Focus now moves to realising the G2.0 assessment.











Status Since: 16 Jan 17



Status

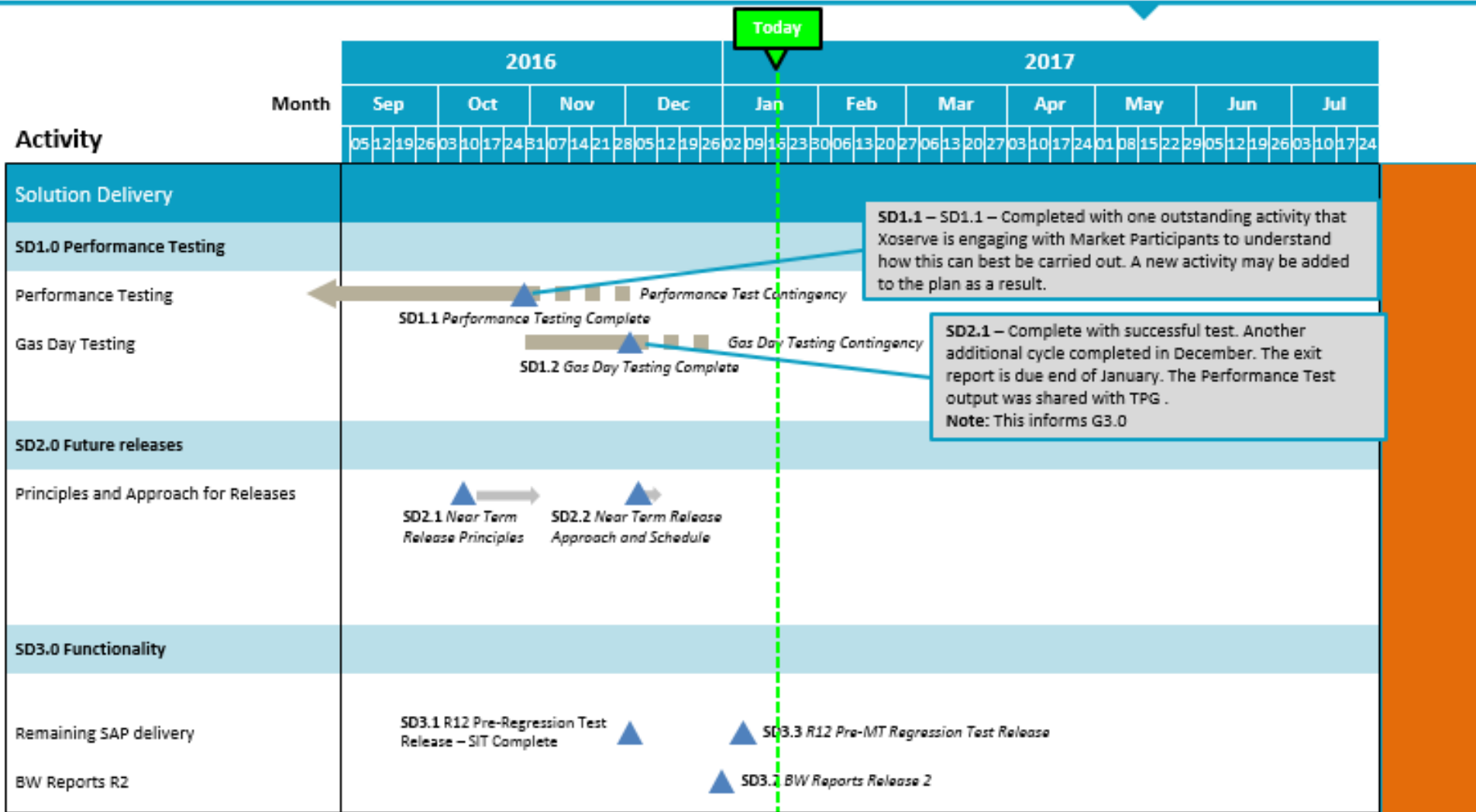


Trend

 Significant risk to go-live - Immediate mitigation required
  Increased risk to Go-live - Urgent mitigation required
  Go-live at risk – manageable with mitigation
  On track but being closely monitored
  On Track
  Complete
  N/A or No information
  Improvement since previous report
  No Change in Status
  Degradation since previous report

	 Solution Delivery ↔	 Market Trials ↔	 Data ↔	 Transition ↑	 GONG ↔
Commentary	<p>The RAG of this workstream remains Amber / Green due to an outstanding requirement for industry to confirm Day 1 volumes. This is required to confirm that the performance testing results are adequate.</p> <p>Industry confirmation of Day 1 volumes has been pending since 22 Nov 16 (TPG Action 351).</p> <p>Industry were formally reminded of this requirement in the PNDG on 17 Jan 17 and are to provide this information by 07 Feb 17. Ofgem will be writing to participants to re-affirm this.</p> <p>All other activity in this workstream has been completed.</p>	<p>Market Trials is rated as Amber / Green.</p> <p>The Amber element reflects that the total number of test lines commenced against plan is behind schedule. This being due to a slow start by a some participants.</p> <p>The Green element of the status reflects positive engagement from the majority of participants during the first week of MT and the number of completed test lines being ahead of schedule.</p> <p>Participating organisations are asked to continue to drive forward their test plans and work closely with their PwC / Ofgem Account Manager and Xoserve where blockers or issues arise.</p> <p>Further work is also underway between PwC / Ofgem and Xoserve to improve the reporting of defects into the weekly defect call. This is focused on providing greater transparency and consistency in reporting of the defect position.</p>	<p>The Data workstream RAG is Amber / Green.</p> <p>The Amber element reflects the criticality of a successful outcome to the remaining Delta and iGT and In-Flight activities. There are also concerns over participants' data cleanse and reconciliation activities particularly in relation to iGT data.</p> <p>The Green element is driven by successful completion of planned milestones including Bulk 2 Data Load and iGT test cycle 5. The latter provides improved confidence that the iGT migrations can complete according to the requirements of the 9 day NED window.</p>	<p>The Amber rating reflects the improved certainty in the NED length ahead of contingency checkpoint 3. There are still outstanding concerns regarding inflight transactions and the ability to complete In-flight testing prior to the start of IDR2.</p> <p>The Transition Deep Dive Session took place on 10 Jan 17. The session focused on identifying areas within the Low Level Transition Design, 23 day plan, catch up batch and IDR2 where Market Participants suggest that information can be added that will support their transition and/or instil greater confidence.</p> <p>The Transition Single Source document has been created and will be issued to Market Participants week commencing 16 Jan 17. The document provides a reference point to all of the work that has completed within the TPG.</p>	<p>RAG status is Amber / Green. The G1 assessment milestone is complete however, actions are required prior to G2 (24 Mar 17). These included the Transition deep dive on 10 Jan 17. In order to monitor the impact of these actions a targeted follow up has commenced.</p> <p>The follow up will evolve into a Single Point of Contact approach to GONG in the build up to the Go Live Decision on 19 May 17. This is designed to support Market Participants in the attainment of the GONG Criteria with appropriate evidence to support their status.</p> <p>In addition, feedback on the suitability of the current Go Live Decision date is being analysed. This information will be used to map out the decision and governance framework for go-live.</p> <p>Finally, during IDR2, the progress tracking and governance framework that will be in place for go live will be dry-run. The approach for this is under development and will be presented in more detail at the next PNSG.</p>

Solution Delivery Plan

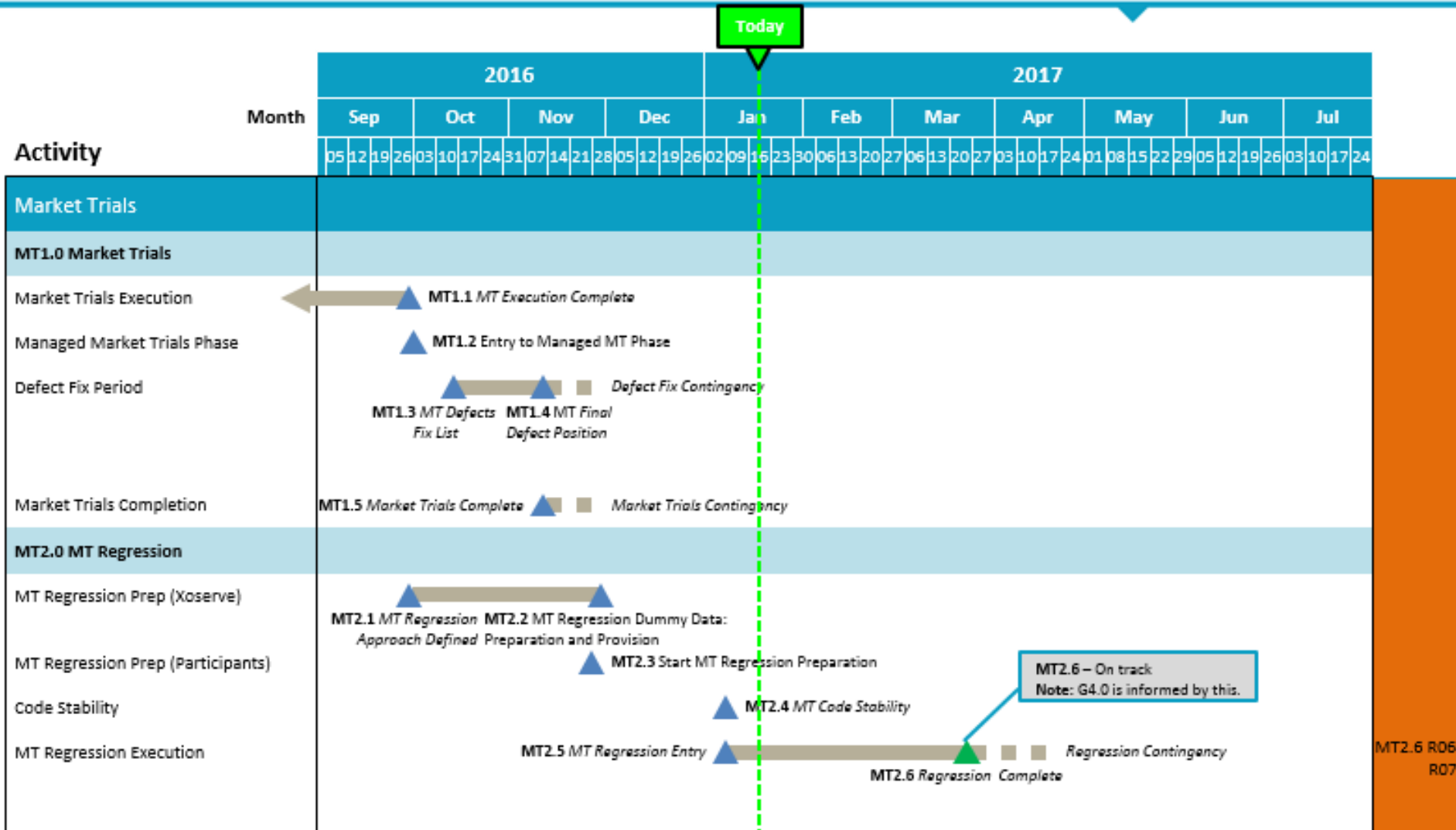


Milestone RAG Key:

- ▲ Industry Milestone
- Industry Activity
- ■ ■ ■ Contingency
- ▲ Complete
- ▲ On Track
- ▲ On track but being closely monitored
- ▲ Milestone at risk: manageable with mitigation
- ▲ Increased risk to Milestone: Urgent mitigation required
- ▲ Significant risk to Milestone: Immediate mitigation required
- Slip/expected delay of milestone

Discuss

Market Trials Plan



MT2.6 R068 R070

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MTR Confidence Dashboard

Confidence Criteria	Desired outcome	Last period	17 Jan 17	Comments
MTR test lines started against plan	Participants demonstrate a sustained performance in commencing test lines as per planned start dates within their MTR test plans	N/A	↓	30 of 35 participants who had planned to commence testing by this stage have started. Test starts are behind schedule with 514 of 959 test lines planned to be started by this stage underway.
MTR test lines completed against plan	Participants demonstrate a sustained performance in achieving planned completion dates for tests lines within their MTR test plans	N/A	↑	Test completion is currently ahead of plan with 147 test lines complete against 105 expected at 17 Jan 17.
Participant RAG assessment	RAG assessment based on participant progress against plan and forecast completion	N/A	↔	28 participants are 'Green' and considered 'on-track'. 2 participants have tests projected to complete beyond 24 Mar 17, which are being investigated by their PwC / Ofgem Account Manager (4 test lines in total).
Defect position	Low levels of new defects are identified in line with the objectives of the MTR phase.	N/A	↔	Updated defect report produced for defect call on 20 Jan 17. 8 defects tabled for discussion to determine if they should be escalated to P2 status, fixed and deployed.
Number of participants complete	Participants confirm that they have completed their MTR test plan and require no further support from Xoserve.	N/A	↔	The first two participants are currently forecast to complete on 27 Jan 17 (Challenger and iGT)

Improving Confidence
 Deteriorating Confidence
 No change

37 Participants' MTR RAG (@17 Jan 17)

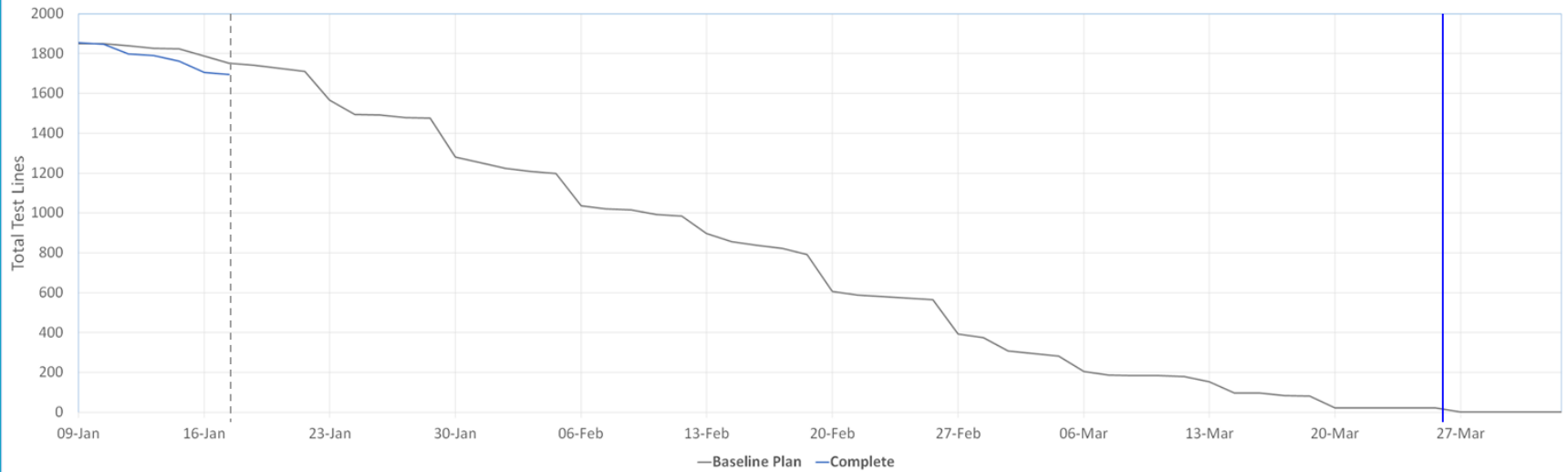
- Forecast to complete beyond 24 Mar AND test completion >15% behind baseline plan
- Forecast to complete beyond 24 Mar OR test completion >15% behind baseline plan
- Forecast to complete by 24 Mar and test MTR completion within 15% of baseline plan
- Participants have not started / not submitted updated test plan

Xoserve Defect Position (@18 Jan 17)

Defect position to be communicated and discussed as part of PNSG session.

MTR Test Line Burndown

Test Line Burndown Graph (@17 Jan 17)



Test Line Burndown data (@17 Jan 17)

	Planned to date	Actual to date
Test lines complete	105	147
Test lines started	959	514
Participants commenced testing	35	30
Participants completed testing	0	0
Test lines de-scoped	n/a	14

Key: Ahead of plan / Behind plan

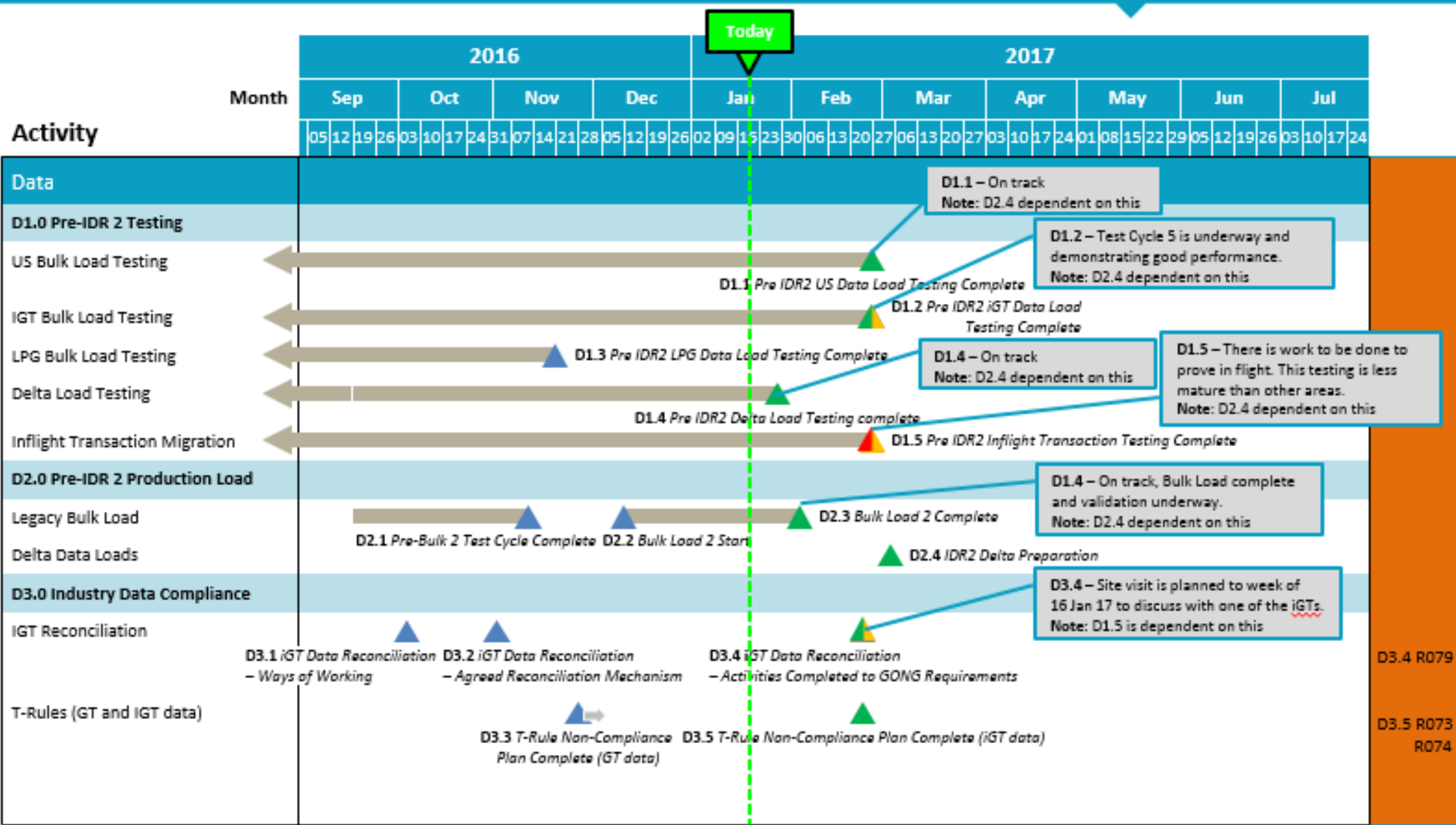
Commentary

- Completion of test lines against the baseline plan is currently ahead of schedule. However, 86 of the 147 test lines completed have been completed by one Large Supplier. This strong performance by one large supplier hides slower progress across the remainder of the industry.
- It is apparent that some participants have captured start dates for a number of tests that weren't necessarily intended to commence on that day (eg, a total of 598 tests were 'planned' to start on 09 Jan 17). PwC / Ofgem Account Managers will continue to work with participants to continually improve the forecasting accuracy of test line start and completion dates. This will help improve the accuracy of reporting going forwards.

Xoserve Defect Position @19 Jan 17

	Total	P1	P2	P3	P4	Notes
Market Trials Regression						
Defect tickets raised by participants since 09 Jan 17:	33					
Valid for assessment	5	-	-	5	-	These defects will follow the MTR assessment cycle. None were raised for escalation at the 20 Jan Defect Call.
No fix required	28	-	-	-	-	Invalid (current rate of 63%) or no code fix required.
Defect tickets raised internally by Xoserve since 09 Jan 17:	37					
Escalated to defect call for fix/deployment decision	7	-	2	5	-	All 7 approved by industry in 20 Jan defect call
Subject to manual workaround	3	-	-	2	1	Work-arounds in process of being defined
Other defects that will follow MTR and/or Change Request assessment cycle	27	1	3	22	1	SMART; Back-billing, MTR, UAT, Non-functional. P1 raised during SMART Change Request Testing.
Other defect categories						
<p>A full list of defects for which descriptions have been shared with the Industry as part of the weekly defect call. This includes:</p> <ul style="list-style-type: none"> •The 14 defects that were agreed as post Go-live at the Defect Meeting on 6 Dec, and mentioned at PNSG on 9 Jan •Others in the following categories (which includes all those outlined above): <ul style="list-style-type: none"> - MT functional already deployed - Non-functional - Those with workarounds - IDR - SMART - CRs 						

Data Workstream Plan



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Checkpoint 3 (CC3) - Context

- **23 Jan 17 - PNSG** - Report to include slides from Xoserve indicating their final position on the iGT criteria and an interim position on the Delta criteria.
- **27 Jan 17 - CC3 Milestone.**
- **31 Jan 17 - Release of Xoserve's final position on Delta criteria** - Updated PNSG slides reflecting the completed position against the CC3 criteria.

- **01 Feb 17 - Ofgem's indicative decision issued.**
- **06 Feb 17 - PNSG** - held to ratify the indicative decision.

Activity	January											Feb						
	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	
Programme Milestone						▲												
						Contingency Checkpoint 3												
Governance Meeting		▲									▲					▲		
											Ofgem Indicative Decision Issued					PNSG Ratification		
Documentation		▲								▲								
											Xoserve Issues Final Position on Delta Criteria							

- Checkpoint #1 - 19 Nov 16**
- Successful completion of Delta Test Cycle 3
 - Successful completion of Market Trials Exit

- Checkpoint #2 - 23 Dec 16**
- Successful completion of Delta Test Cycle 4
 - On track for Market Trials Code Stability
 - iGT loads is progressing against scheduled delivery timeline
 - US loads is progressing against scheduled delivery timeline

- Checkpoint #3 - 27 Jan 17**
- Successful completion of first Delta Test Cycle contingency run (if required)
 - Successful completion of Data iGT Test Cycle 5 (TC5 demonstrating that Xoserve can complete an accurate iGT data migration within the timescales for a 9 NED period. Evidence should be provided showing how TC5 was able to meet the migration timescales

Decision – CC3 Criteria

 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 017

#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
D017	<p>PNSG are asked to approve the amendment of Contingency Checkpoint 3 to add the following criteria:</p> <p>Successful completion of Data iGT Test Cycle 5 (TC5) demonstrating that Xoserve can complete an accurate iGT data migration within the timescales for a 9 NED period. Evidence should be provided showing how iGT TC5 was able to meet the migration timescales.</p>		23 Jan 17	Transition	<p>At the TPG on the 16 Dec 16, an action was identified to add a Checkpoint criteria to Contingency Checkpoint 3 so that Xoserve can demonstrate that they will be able to support a 9 NED and 3 VNBD proposal.</p> <p>On 17 Jan 17, PNDG recommended that the criteria to be passed to PNSG for approval.</p>	Open

xserve



respect > commitment > teamwork

PNSG CP3: Interim Progress Update

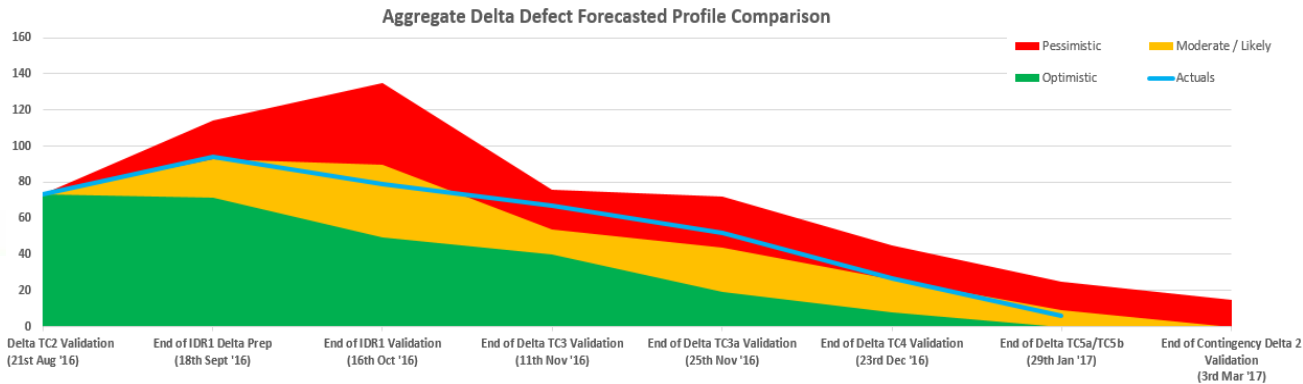
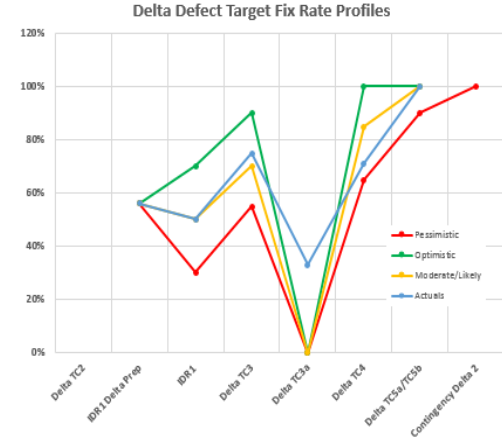
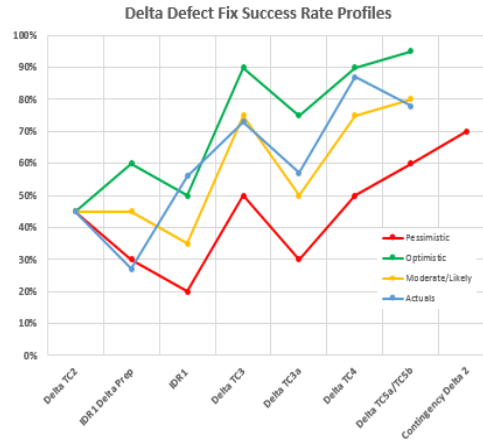
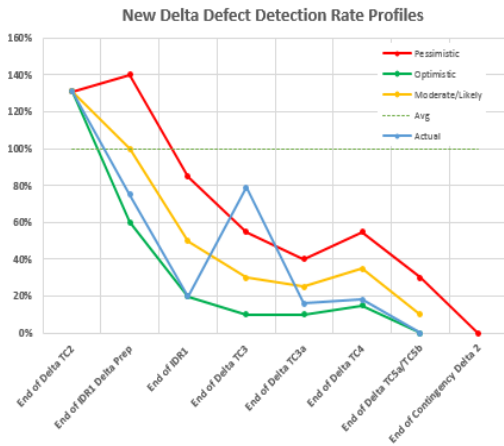
17/1/2017

Data Stream Update

Source	Update
Bulk	<ul style="list-style-type: none">• Validation started 1 week early; Auto Validation run.• Initial level of mismatches have been steadily reducing once analysed. Mismatch analysis continues; only 2 new defects logged to date (and considered easily resolvable)
Delta	<ul style="list-style-type: none">• Delta TC5a ETL activities completed to plan.• Defect retests concluded; 18 defects to retest, 15 closed as passed, 3 failed.• Proactive validations complete; no new defects identified. AV run 16/1, results being analysed; subject to AV results, Delta remains on track to achieve production-level readiness for CP3 (see next slide).• TC5b scheduled to commence 20/1/17 to close down final 6 defects ahead of 6/2/17 Delta run
IGT	<ul style="list-style-type: none">• TC5 proved 9+3 performance (report follows in this pack)• TC5 proactive validation and defect retests commenced 9/1.• 25 defects ready to retest; 22 closed as passed, 3 failed.• Although good defect closure rates, largely neutral position on outstanding defects following validation.
Unique Sites	<ul style="list-style-type: none">• ETL starts on Monday 23rd Jan with load completing COP on Wednesday 25th Jan.• Validation to start on Thursday 26th Jan• Should have initial validation results available for CP3 date of Friday 27th Jan.

Delta Data Defect Update (17th Jan)

- With the Delta Contingency TC1 cycle mid-way through (TC5a complete, TC5b in-progress) its execution, the delta defect actual vs. forecast position has again improved with the actual volume of delta defects continuing to track against the Moderate/Likely forecast.
- Delta TC5a has achieved results better than or in-line with all three forecast variables with no new delta defects identified, a fix success rate in-line with moderate/average predictions and a Target Fix Rate of 100% of open defects.
- With 6x open Delta defects remaining, all targeted for resolution in Delta TC5b, it remains the expectation of Xoserve that a second Delta Contingency Cycle in Feb 2017 will not be required.**



- What next?
 - Fix and prove all remaining 6x open Delta defects in Delta TC5b.



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IGT TC5 DM Performance Report

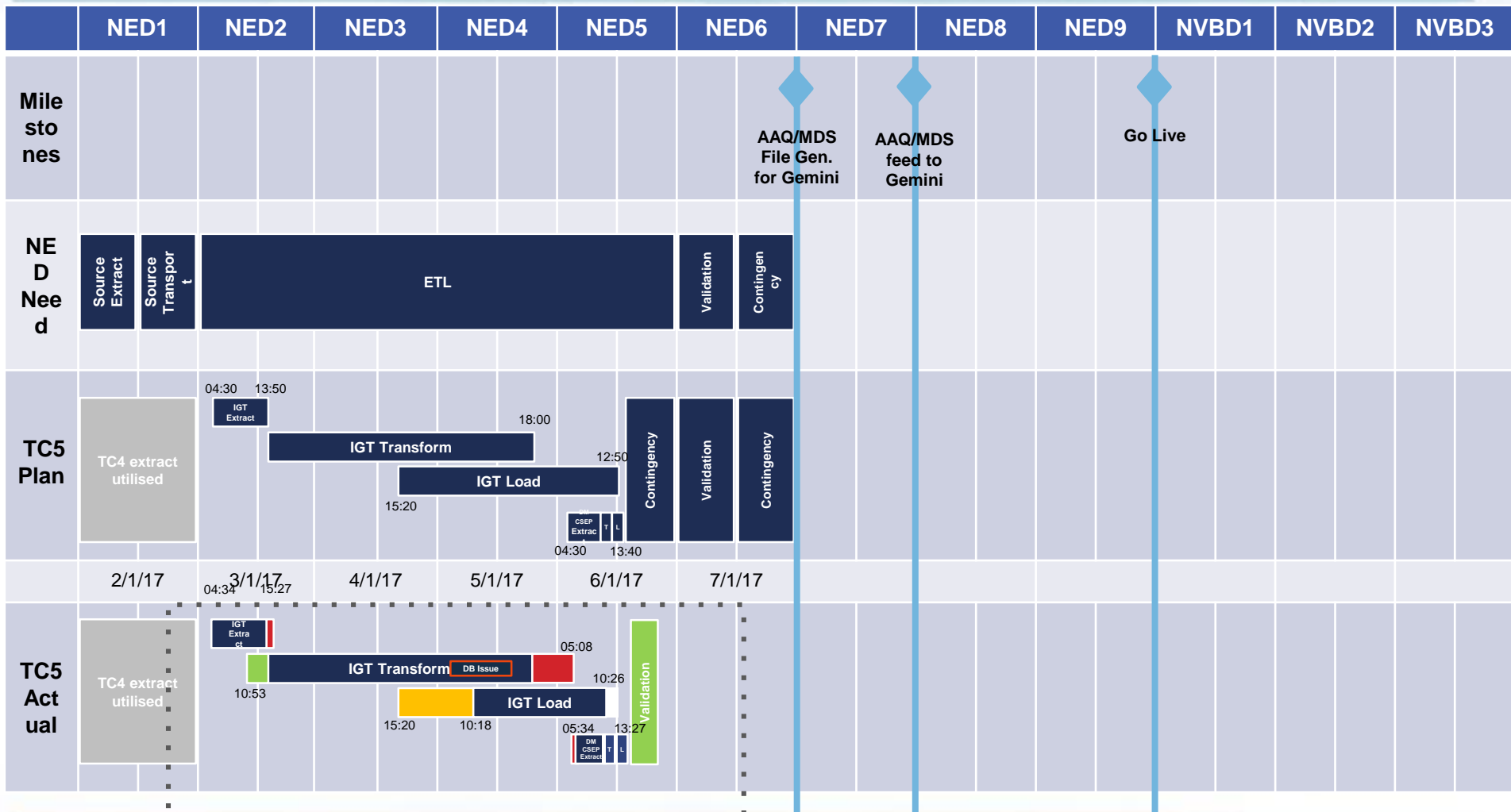
16/1/2017

Executive Summary

- During the first UKLP Implementation Dress Rehearsal (IDR1) and IGT Test Cycle 4 (TC4), IGT data migration has exceeded the time scales needed with the 7(+2)* Non-Effective Day (NED) cutover period.
- Following industry UKLP discussions and during UNC Modification 602/602A development, the NED was proposed to be extended to allow adequate time for this activity to be performed.
- Two options were considered; 9(+3) or 12(+4). Following these discussions, PNSG concluded on a 9+3 NED window.
- IGT TC5 was scheduled to run 3-13/1/17 and it's performance was to be measured to inform the PNSG's 3rd checkpoint (CP3). The Extract, Transform and load (ETL) stages of the plan have previously overrun.
- **TC5 has performed to the required plan within the 9(+3) NED window:**
 - A production-like environment (e.g. comparable storage, CPU etc.) was used for TC5; this means the results are more directly comparable to those to be experienced in IDR2/3 and cutover and any variance is likely to be further improvement on plan performance.
 - Additionally script tuning and plan improvements were made ahead of the cycle.
 - Extract commenced on plan, and final load activities ended to plan.
 - At task level, some improvement to plan was observed, as was some failure to meet plan; this was largely due to a database issue encountered.
 - NED validation commenced and concluded ahead of plan, leaving ~1 day of contingency.

* - where (+N) refers to the number Variant Non-Business Days to allow for catch up activities.

IGT Performance



Started early
Finished early
Exceeded Plan

See next slide for detail

Planned Vs Actual Performance

- IGT TC5 performed to the required plan within the 9(+3) NED window. This was measured from the start of IGT NDM extraction, to the completion of NED validation, which were to or ahead of planned timescales.

Activity	Plan Start	Plan End	Actual Start	Actual End	Commentary
IGT NDM Extraction	03/01/2017 04:30	03/01/2017 13:50	03/01/2017 04:34	03/01/2017 15:27	<ul style="list-style-type: none"> Extract ran over by ~1h40m due to DB issue (resolved swiftly but some restart of jobs required) No impact to critical path or overall plan
IGT NDM Transform	03/01/2017 13:50	05/01/2017 18:00	03/01/2017 10:53	06/01/2017 05:08	<ul style="list-style-type: none"> Transform ran over by ~11h Due to DB outage Contingency within day (18 hour on, 6 hours contingency) and in wider plan allowed for recovery in overall plan
IGT NDM Load	04/01/2017 15:20	06/01/2017 12:50	05/01/2017 10:18	06/01/2017 10:26	<ul style="list-style-type: none"> Load start consciously delayed for plan efficiency Small number of tasks scheduled 4/1/17 moved to 5/1/17 Improvement of end time due to Production-like performance being better than expected and no errors encountered (first time runs)
DM CSEP Extraction	06/01/2017 04:30	06/01/2017 09:10	06/01/2017 05:34	06/01/17 07:43	<ul style="list-style-type: none"> Start of DM Extraction is dependent on completion of IGT NDM Transformation, so knock on from earlier delay Extract improved baseline timings due to Production-like performance and DBA process improvements
DM CSEP Transform	06/01/2017 09:10	06/01/2017 14:00	06/01/17 07:46	06/01/17 11:48	<ul style="list-style-type: none"> Opportunity to start Transform early taken Transformation improved baseline timings due to Production-like performance
DM CSEP Load	06/01/2017 11:10	06/01/2017 13:40	06/01/17 10:35	06/01/17 13:27	<ul style="list-style-type: none"> Opportunity to start Load early taken Performance largely to plan
Validation	07/01/2017 09:00	07/01/2017 12:00	06/01/17 16:00	06/01/17 18:55	<ul style="list-style-type: none"> NED validation completed on NED day 5 leaving all of NED day 6 as contingency.

IGT TC5 Conclusions

Conclusions:

- TC5 has proven that IGT migration activities can occur within 9(+3) NED window.
- DM improvements from TC4 to TC5 were effective.
- Contingency is required to manage non-data issues (e.g. DB performance).
- TC5 had ~1 day contingency remaining with plan (subject to progress and accuracy of validation).

Residual risk:

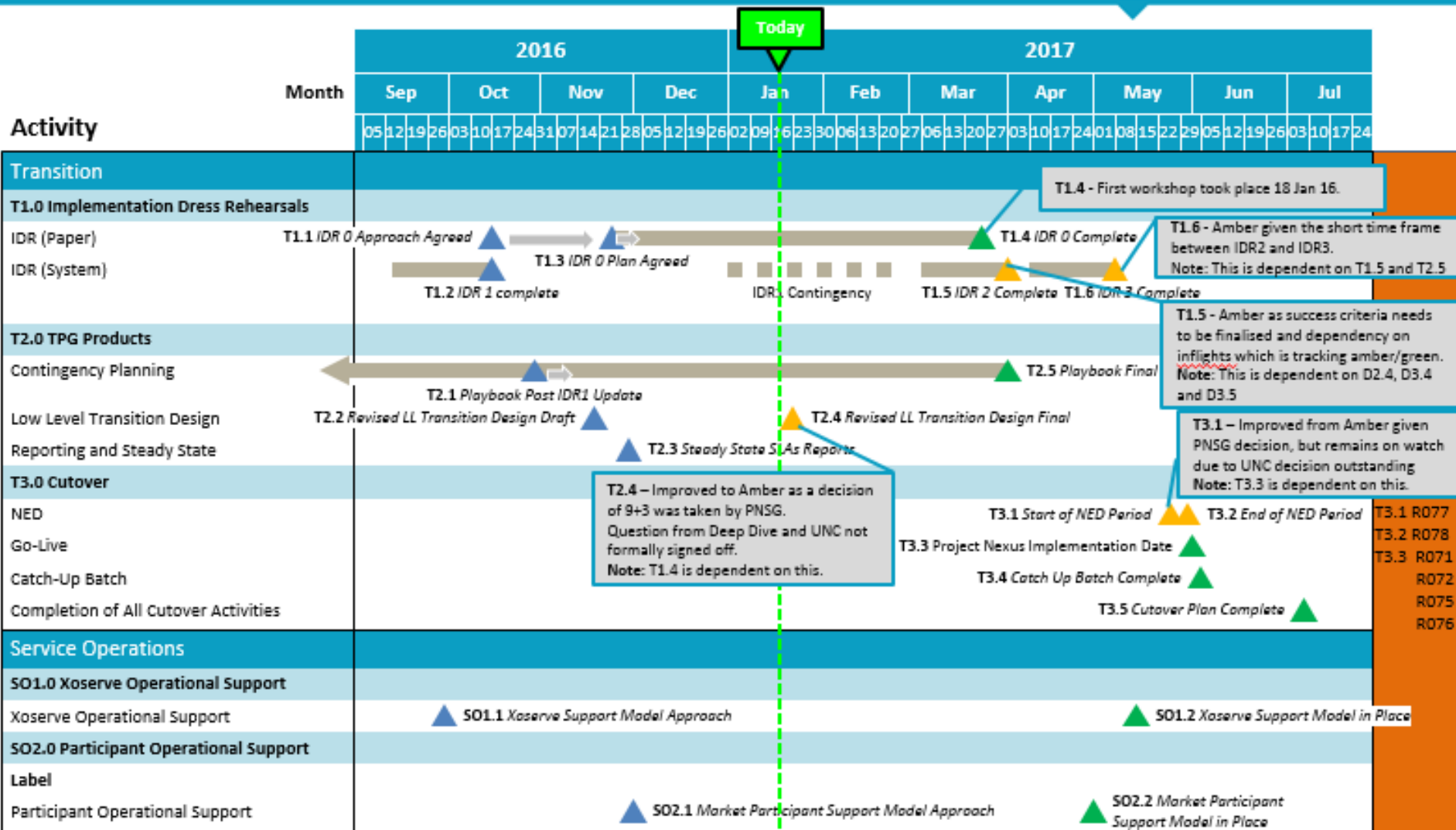
- Closure of defects to solidify data migration solution – small potential to impact timings until finalised.

Recommendation:

- **PNSG to retain 9(+3) NED window and Mod 602A to continue on that basis.**
- Monitor ongoing performance during IDR2 and IDR3.

Discuss

Transition Workstream Plan



Milestone RAG Key: ▲ Industry Milestone ■ Industry Activity ■■■■ Contingency ▲ Complete ▲ On Track ▲ On track but being closely monitored ▲ Milestone at risk: manageable with mitigation ▲ Increased risk to Milestone: Urgent mitigation required ▲ Significant risk to Milestone: Immediate mitigation required → Slip/expected delay of milestone

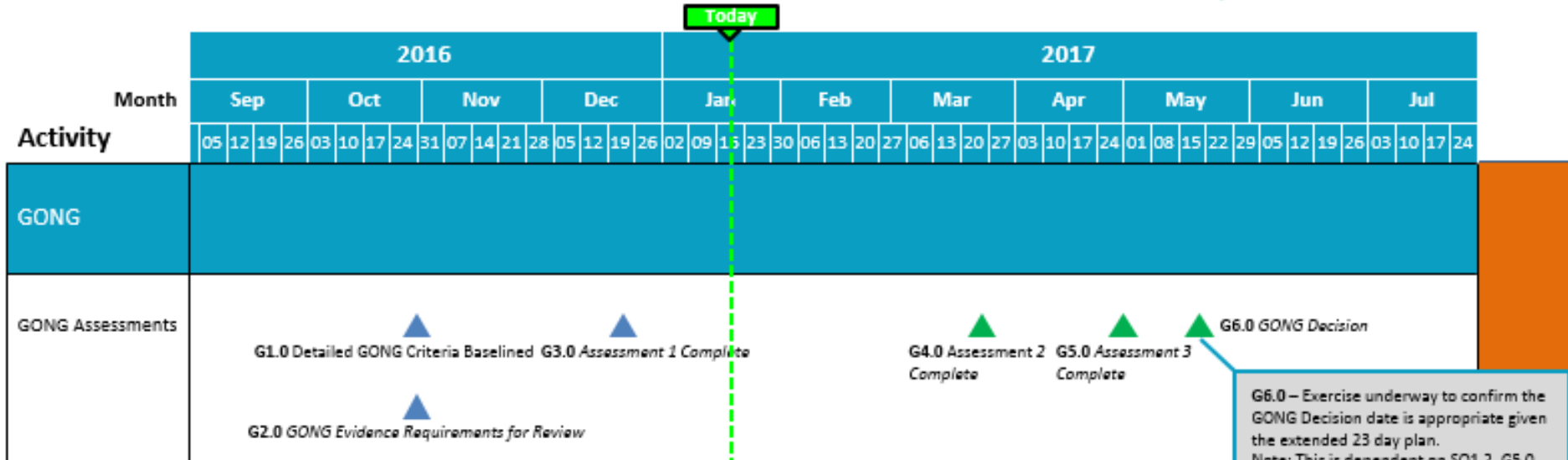
Decision – IDR Reflecting 9 NEDs

 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 018

#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
D018	<p>PNSG are asked to approve the change in the IDR2, IDR3 complete, and catch up batch complete milestones (T1.5, T1.6 and T3.4 respectively) to reflect the decision to increase the NED period from 7 to 9 days.</p> <p>The changes in the milestone dates are;</p> <p>T1.5 IDR 2 Complete:</p> <ul style="list-style-type: none"> From: 02 Apr 17 To: 05 Apr 17 <p>T1.6 IDR 3 Complete</p> <ul style="list-style-type: none"> From 07 May 17 To: 10 May 17 <p>T3.4 Catch-up batch complete:</p> <ul style="list-style-type: none"> From 04 June 17 To: 05 Jun 17 <p>Note: These changes do not impact Project Nexus Go Live date.</p>		17 Jan 17	Transition	<p>With the decision to increase the NED period from 7 to 9 days, the cutover period will increase from 21 to 23 days. This will result in a shift in the completion dates for IDR2 and IDR3. The results will be T1.5, T1.6 and T3.4 requiring to be updated.</p> <p>PNDG recommended the update to the milestone dates to be escalated to PNSG for approval on the 17 Jan 17.</p>	Open

Discuss

GONG Workstream Plan



G6.0 – Exercise underway to confirm the GONG Decision date is appropriate given the extended 23 day plan. Note: This is dependent on SO1.2, G5.0 and T1.6. Also, T3.1 is dependent on this.

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Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A146	Xoserve to explore whether the IDL approach can be duplicated in production post go live in the event of suspended operation e.g. following an incident.	The proposed approach is to adopt the same catch up mechanism for iGTs that is currently used for GTs. This will be discussed with iGTs on 16 Jan 17 in the next group meeting.	Xoserve		16 Jan 17	PNDG
A211	Circulate a complete list of the 15 defects (plus descriptions) that are outstanding at the start of Regression indicating which are being proposed to be fixed during regression.	CLOSED AT PNDG. List of the 15 defects were circulated.	Xoserve		13 Jan 17	PNSG
A212	Provide a plan setting out the steps to deliver a regression test pack (including any input from participants). Propose a new milestone on the POAP for this test pack.		Xoserve		23 Jan 17	PNSG
A214	Publish a defect taxonomy that shows all the different classifications of defects and where they are reported.		Xoserve		13 Jan 17	PNSG
A215	Consider whether to request a specific piece of assurance from Baringa on Xoserve's data management process. This follows on from the inadvertent release of data to the wrong participants during market trials.	Ofgem will look at building this into the GONG assurance work that Baringa undertake over Xoserve.	Ofgem		23 Jan 17	PNSG

Appendices

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Governance: Meetings

RIAG Meeting Focus

15 Dec 16	19 Jan 17	02 Feb 17	16 Feb 17	02 Mar 17
<ul style="list-style-type: none"> TBC <p>Complete</p>	<ul style="list-style-type: none"> Inflight transactions Catch up processing Objection window during cutover Tests outside of scope of Market Trials 	<ul style="list-style-type: none"> Key programme risks Risk log refresh with input from working group discussions (conducted ahead of time) 	<ul style="list-style-type: none"> Participant data readiness Disengaged Market Participants and New market entrants framework 	<ul style="list-style-type: none"> Assumptions check in Project Nexus in wider industry

PNDG Meeting Focus

13 Dec 16	17 Jan 17	31 Jan 17	14 Feb 17	14 Mar 17
<ul style="list-style-type: none"> Programme Update Workstream Update Code Stability <p>Complete</p>	<ul style="list-style-type: none"> Programme Update Workstream Update <p>Complete</p>	<ul style="list-style-type: none"> Programme Update Workstream Update 	<ul style="list-style-type: none"> Programme Update Workstream Update Proposed Face to Face session 	<ul style="list-style-type: none"> Programme Update Workstream Update

PNSG Meeting Focus

19 Dec 16	09 Jan 17	6 Feb 17	20 Feb 17	29 Mar 17 (TBC)
<ul style="list-style-type: none"> Programme Update Workstream Update <p>Complete</p>	<ul style="list-style-type: none"> INTERIM GONG Assessment 1 Contingency Checkpoint 2 <p>Complete</p>	<ul style="list-style-type: none"> Programme Update Workstream Update Contingency CP 3 	<ul style="list-style-type: none"> Programme Update Workstream Update 	<ul style="list-style-type: none"> Programme Update Workstream Update GONG Assessment 2

PNSF Meeting Focus

17 Feb 17	Apr 17 (TBC)
<ul style="list-style-type: none"> Contingency CP 3 MT Regression 	<ul style="list-style-type: none"> Programme Update Workstream Update

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, and subsequently 1 November 2016, Spec 8) as part of PwC's call-offs under the framework agreement dated 11 April 2016 and extended on 2 December 2016. PwC accept no liability (including for negligence) to anyone else in connection with our work or this document.