Project Nexus Delivery Group Minutes

1.1. Purpose

The purpose of this document is to capture details of the PNDG meeting, so that it can be used for wider sharing and to confirm any follow up actions.

1.2. Meeting Details

Meeting Name:	Project Nexus Delivery Group
Meeting Date:	09/08/2016
Meeting Time:	10:00am - 12:00pm
Meeting Format/Location:	Xoserve, WebEx
Chaired by:	Jon Dixon (Ofgem) & Melisa Findlay (PwC)
Minutes recorded by:	PwC

1.3. Meeting Attendees

Company	Representatives	Company	Representatives
British Gas Trading Limited	Richard Jones	Ofgem	Rob Salter-Church
Brookfield Utilities	Jenny Rawlinson	Opus Energy Limited	Samantha Heaton
Co-Operative Energy Limited	Rosemary Springall	PwC	Brett McGowan Marian Isola Martin Crozier Phil Russ Steve Mullins Richard Shilton Susan Mathew Dominic Putt Andy Howe
Corona Energy	Alison Salisbury		
DONG Energy Sales (UK) Ltd	Biju Varkey		
EDF Energy	Abigail Nduva		
E.ON Energy	Carl Knight Emma Blackwell		
ES Pipelines	Katy Binch	SSE	Mark Carlin
Extra Energy	Alex Garcia	Utiligroup	Julie King
The Renewable Energy Company Limited	Jodie Humphries	Wingas UK	James Kleiner-Mann
Northern Gas Networks	Matthew Little	Flow Energy Ltd	Robert Cameron-Higgs
First Utility Limited	Sam Lattimer	Baringa	Matt Adams
Gazprom Marketing & Trading Retail Limited	Alison Neild	Utilita	Simon Bevis
National Grid	Robin Howes	Deliberately Blank	
Xoserve	Sandra Simpson	TBD	Call In User 7 Call in User 11 Call in User 19

1.4. Meeting Agenda

1. Opening of PNDG meeting
2. Approval of PNDG minutes
3. Review of the Current PNDG Report

4. Hot Topics: No topics included
5. AOB

1.5. Meeting Minutes

Item1: Opening of PNDG meeting

1. Rob Salter-Church (Ofgem) opened the meeting by outlining the output from the PNSG held on the 01 Aug 16, which focussed on progress made on the re-planning activities.

    - The next steps required to achieve an implementation plan (with a contingency window) by the end of Sep 16 include; the development of a firmer base plan towards the end of Aug, further assurance activities by Xoserve, Baringa, and PwC.
    - The two areas driving uncertainty in the plan are the Xoserve Data workstream which is on the critical path and Market Trials.
    - Participants were invited to note; that at this time a new implementation date is not being established. Instead a reporting baseline has been established and used to prepare this PNDG report.
    - A number of confidence checkpoints have been developed to measure confidence and certainty as the plan develops further.

Item2: Approval of PNDG minutes

2. Steve Mullins (PwC) stated that, two attendees raised comments on the previous minutes, the first amending the meeting attendance, and the second raising concern over how the minutes represented the discussion on the reporting baseline. It was proposed that in light of the previous comments that this would be addressed off-line. Having received no further comment or objections, the meeting minutes from 26 Jul 16 PNDG were taken as approved (subject to concluding the discussion noted above). The minutes will be posted on the Ofgem website: https://www.ofgem.gov.uk/gas/retail-market/market-review-and-reform/project-nexus

Item3: Review of the Current PNDG Report

PNDG Report covering the period 22 Jul 16 – 09 Aug 16

3. Steve Mullins (PwC) presented the programme status report (slide 3) in the new format highlighting that when reporting against the new baseline the programme currently tracks as Red. This is driven by two areas:

Xoserve's delivery plan:
- Data migration is on the critical path and does not factor in any contingency. In addition, Xoserve are encountering issues with the early steps in this plan (Delta testing).
- A lack of certainty around the support model and data requirements for regression testing prevents confirmation of resource requirements.
- Additional items have been included within the reporting baseline to improve quality (e.g. additional delta testing, an additional bulk load and regression testing). These additional activities drive parallelism in the plan.

Market trials
- Market Trials is rated as Amber but still remains high risk. The rating is on the basis of:
    - The previous portal submission where 23 of 29 participants indicated an amber or green status against an end of August completion (the reporting baseline is end of September).
    - Average completion run-rate for the last portal submission hit an all-time high and exceeded that required for an end of September completion. (It was noted that while this is positive it is a coarse measure and needs to be sustained)
    - Defect counts continue to fall week-on-week.
    - Outstanding queries have fallen dramatically in the last period.

- Subjective feedback from bi-lateral participant discussions indicates a general improvement in outlook.
- While the above news is welcome it was noted that the improvement needs to be sustained over the coming periods to drive the confidence required.

Question from PNDG Attendee:	Response:
1. How will iterations of the plan be reviewed by the PNDG?	We had considered doing this by the PNDG webex but recognise that a dedicated session may be required. There is a plan for constituency based review and meetings in mid-September. A124 was raised for PwC to consider the approach.
2. What is meant by "worse case" in the progress update on A 107?	This wording is misleading. We meant 'worse case' within the constraints of a minimum load of dummy data as discussed by MTWG. This will be clarified in the action log.

4. Steve Mullins (PwC) presented the programme plan, plan confidence, and implementation plan (slide 4 - 13).

- The implementation plan will evolve around four artefacts, POAP, Milestone log, Assumptions log and Dependencies log. The first two of these have already been circulated with Plan v0.1 and will be further refined over Aug and Sep.
- The confidence dashboard demonstrates key dates to denote when confidence is anticipated to improve. This slide will continue to be used to track overall plan confidence.

Question from PNDG Attendee:	Response:
3. What happens if we don't get a volunteer to act as the RGMA lead?	Ofgem will need to task someone as this is an important action.
4. Do PwC have an idea of the cause of RGMA issues and whether they are mixed across the board or more focussed?	We have some in-sight, but we are keen to get Market Participant inputs.
5. Information.	Rob Salter Church stated his concern that constituents are identifying a need for actions and then not stepping forward as volunteers. If none are forthcoming then Ofgem will have limited sympathy if Market Participants raise connected issues at a later date. Ofgem's expectation is that names for volunteers will be received or there will be no further mention of these issues.

5. Per action A122, Xoserve stated that they were currently prioritising 'no response file' issues over 'partial or incomplete response file'. Xoserve asked participants to confirm if this was the

correct priority. A number of participants agreed with this on the call. Xoserve stated they will continue to prioritise in this manner unless participants advise otherwise.

6. Per action A107. Richard Shilton (PwC) reported that participants were to respond to Xoserve's data form by 26 Aug. This was challenged by Steve Mullins (PwC) as not soon enough as Xoserve needed this information to finalise their plan.

   Update subsequent to meeting: Participants are requested to recognise the criticality of this data in terms of building plan confidence and deliver it to Xoserve by 19 Aug or earlier.

7. Sandra Simpson (Xoserve) presented the Project Delivery Progress (Slides 14 and 18) and the following was noted:

   - Unique Sites retesting has commenced and is utilising a real data set and as such may generate new defects.
   - Stress testing is currently tracking behind schedule against scenario 3 which is driving a rating of Amber. Cycle 1 is complete with preparatory work underway to conduct Cycle 2 which is anticipated to complete around 23 Sep 16.
   - This reporting period has seen a reduction in UAT defects with no outstanding P2 defects identified.
   - 71 of 71 reports have now undergone user testing through the SAT BW team and are deployed into the MT environment. The process of validation, creation and issuing is underway with some of these reliant on end of month invoicing.

8. Richard Shilton (PwC) supported by Sandra Simpson (Xoserve) presented the slides on Market Trials (Slide 19 to 34).

   - The workstream is Amber for the reasons noted previously.
   - The portal submission this 12 Aug 16 will be key in determining whether the positive trend is sustained and participants are reminded to update the portal.
   - Reported scenario progress shows continued movement and further work is underway to understand what the root cause of blockers are.
   - A number of participants are still reporting areas were testing has not started, which is a causing concern.
   - The drop in defects can be attributed to actions implemented with Baringa, combined with closer monitoring. As of yesterday there were 69 externally raised defects and 81 internal defects, some of which may duplicated between the two categories.
   - It was stated that it is not the intention to close all P3 defects prior to go-live. There is a trade-off to be made between code stability and defect fixes. Xoserve and PwC are discussing the approach to this and will feedback in due course.

Question from PNDG Attendee:	Response:
6. Market Trials and iGT run rate continues to look challenging for Sep. If this doesn't improve will it have a knock on effect to the wider plan?	Yes, it would have a knock on impact. TPG are exploring contingency options for all constituencies. However the focus needs to be on getting iGTs through testing.
7. Is there a risk flagged to reflect iGT run-rate concerns?	There are a number of actions in place to tackle this. It was agreed to consolidate these into a single risk to provide greater visibility.

8. At the next PNDG can we have further detail around those scenarios not yet started by Market Participants to help us understand blockers?	Yes, A126 was raised to cover this.
9. Will the plan include details of the schedule for post-go live releases? This is important from the perspective of confirming whether or not P3 defects can be deferred.	Yes, A127 was raised to capture this.

9. Sandra Simpson (Xoserve) supported by Andy Howe (PwC) presented the slides on Data (Slide 11 to 17).

- To avoid any confusion participants are invited to note that internally to Xoserve, Delta TC1 has been renamed Delta TC2 and this is not an additional cycle, this is due to complete 10 Aug 16.
- Validation of the bulk defect position has completed and work to understand failures in relation to those that are material is underway. DMG focus is about building data cleanse, acceptance and migration confidence through 3 way reconciliation.

10. Philip Russ (PwC) presented the slides on Transition Progress (Slide 39 - 43) providing an update.

- The TPG are working on understanding the implication of market participants not being ready to go-live. Contingency planning is now being considered, with questionnaires transmitted to the TPG members. The results are to be reported back to the PNDG forum mid Sep.
- The RAG status of Amber reflects the dependencies of this workstream on performance testing and the delta load.
- Upcoming activity centres on confirmation of the reporting baseline and confirming when products can be completed, noting that the baseline plan may change dependent on Xoserve's plan and analysis of the impact assessment.

Question from PNDG Attendee:	Response:
10. Where Transition has been rated as Amber, there is a huge dependency on Data which is Red, should this not move?	No, whilst there are some dependencies on data there are other aspects of the plan that are not and able to proceed independently. **Clarification subsequent to meeting:** We try to RAG pillars independently in order to show the status of each pillar and where the root problems are. We think this is more useful in terms of getting a view on the status of each pillar. Knock-on impacts are shown in the overall programme rating and dependencies will be logged in the dependency log. If the impacts are large then the RAG would need to show that.
11. What changes are to be delivered as part of the Jun / Jul and potentially Aug change packs and when are they expected?	This is part of the process that Dom Putt (PwC) and David Addison (Xoserve) will be instigating this Friday to get industry input. (A117)

12. When will we identify / confirm due dates for the TPG products that are on hold?	Now we have a reporting baseline we will look at dates and deliverables.

11. Steve Mullins (PwC) then spoke to the GONG (Slide 44 and 45) to state that this will be updated when a new industry plan has been agreed.

Item4: Hot Topic: No new topics included

12. No Hot Topics were discussed at this forum.

1.6. Decision Log

- No new decisions were raised at this forum.

1.7. Actions arising from 09 Aug 16 meeting

Action #	Action	Action Owner	Status	Date Raised	Due Date
A124	Consider format of plan review at PNDGs and Confidence checkpoint.	PwC	Open	09 Aug 16	23 Aug 16
A125	Raise risk on iGT progress in MT and ensure complete list of actions are captured	PwC	Open	09 Aug 16	12 Aug 16
A126	Include analysis of where participants have 'not started' scenarios in next PNDG pack. This is to understand blockers	PwC	Open	09 Aug 16	23 Aug 16
A127	Ensure future versions of the plan include post-implementation releases (target for inclusion of v0.3 of plan)	Xoserve and PwC	Open	09 Aug 16	25 Aug 16
A128	Forward link for iGT file formats catalogue to PMO	Jenny Rawlinson	Open	09 Aug 16	11 Aug 16

1.8. Actions arising from previous meetings

2. Steve Mullins (PwC) supported by Marian Isola (PwC) reviewed actions under each workstream. Noting the following closures of actions:

- A110 – Closed.
- A113 – Closed.
- A087 – Closed.
- I016 – Closed.
- A062 – Action closed as suggested activity is conducted as a matter of course.

Action #	Pillar/ Milestone	Action	Progress	Action Owner	Status	Date Raised	Due Date
A044	Transition	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.	In progress	TPG	Open	31 May 16	16 Sep 16
A045	Transition	Develop an industry wide transition governance framework that incorporates the GONG criteria.	In progress	TPG	Open	31 May 16	30 Aug 16
A054	PMO	PwC to investigate with Xoserve to define programme level appropriate milestones for releases.	This is complete and has been included within the 09 Aug 16 PNDG pack.	PwC	Closed	14 Jun 16	29 Jul 16
A062	Transition	Xoserve to confirm through their Implementation Dress Rehearsals that cutover activities can be completed in the required timescales.	At PNDG on 09 Aug 16 it was agreed that this action should be closed, as this will be reported as a matter of course from Xoserve's IDR.	Xoserve	Closed	14 Jun 16	16 Sep 16
A080	Market Trials	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 presented an updated defect report to market participants on 29/7. This together with existing reports is believed to address many of these issues. Xoserve requested participants to provide specific comments on any further information required (A106). No comments were received. This action is therefore closed.	Xoserve	Closed	29 Jun 16	29 Jul 16

Action #	Pillar/ Milestone	Action	Progress	Action Owner	Status	Date Raised	Due Date
A082	Project Delivery	PMO are to review the change control process in relation to design changes and check that it is appropriate and being adhered to in a consistent manner (linked to Risk 31).	PMO will ensure governance structure reflects the change control process. Awaiting clarification on role of iGT UNC Modification panel, iGT UNC Modification workstream and iGT single service provision. Once information is received, PMO will publish updated governance pack. At the PNDG on 09 Aug 16 it was agreed to move the due date for this action from 04 Aug 16 to 18 Aug 16.	Ofgem and PwC	Open	29 Jun 16	04 Aug 16
A085	Market Trials	Xoserve are to provide a summary report of the P1 incident and resolution.	First document has been delivered and was sent out on 25 Jul 16. The second document is awaiting testing results as agreed in the last PNDG. P1 incident has been sent to primary and secondary MT contacts, Xoserve to ensure sent to PwC.	Xoserve	Open	29 Jun 16	22 Jul 16 - file processing P1 29 Jul 16 - data P1
A087	Project Delivery	Xoserve are to provide information about how they are progressing with delivering reporting requirements, as there is currently no visibility. Update: This will be considered for a new milestone in the new plan.	An update was included on page 16 of the 9 Aug 16 PNDG pack.	Xoserve	Closed	29 Jun 16	21 Jul 16

Action #	Pillar/ Milestone	Action	Progress	Action Owner	Status	Date Raised	Due Date
A093	PMO	Organise a risk workshop to update likelihood and impact scoring for each risk to reflect the new industry plan.	A programme plan risk workshop will be planned for late Aug/early Sept in line with the new plan and to work around holidays. Workshop is tentatively scheduled for week of 12 September and included on the confidence plan.	PwC	Closed	04 Jul 16	18 Aug 16
A095	Market Trials	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.	This action has been superseded by action A118 picked up in the Market Trials Problem Solving session.	Xoserve	Closed	04 Jul 16	12 Jul 16
A096	Market Trials	Organise learning sessions between market participants to allow learnings to be shared. (Dependent on action A095).	This action has been superseded by action A118 picked up in the Market Trials Problem Solving session.	PwC	Closed	04 Jul 16	14 Jul 16
A101	PMO	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.	This action is closed. The next steps that are proposed are covered in actions A104 to A122.	PwC	Closed	12 Jul 16	05 Aug 16
A102	PMO	The three new ToRs covering MTWG, TPG and DMG are to be presented to the PNDG dated 26 Jul 16 for approval.	At the PNDG, which took place on the 09 Aug 16, it was agreed that completion of this action should be moved to the 23 Aug 16, when the PNDG Ofgem chair returns from annual leave.	PwC	Open	12 Jul 16	09 Aug 16
A107	Market Trials Problem Solving Session	Market Participants to confirm detailed data requirements for regression via the MTWG representatives.	Proposed to bring forward date for collection of data from 26 Aug date to 19 Aug 16. Clarified that "worse case" means within the constraints of a minimum load of dummy data as discussed by MTWG.	Participants	Open	03 Aug 16	Confirm due date

Action #	Pillar/ Milestone	Action	Progress	Action Owner	Status	Date Raised	Due Date
A109	Market Trials Problem Solving Session	Determine the date 'NRL' annual updates will be available for MT.	Xoserve are still working on a plan for the NRLM interface following issues encountered. Design change completed and build part completed, doing functional unit test, and then will go through test cycle, before release to MT Propose to move due date from 11 Aug 16 to 26 Aug.	Xoserve	Open	05 Aug 16	26 Aug 16
A111	Market Trials Problem Solving Session	Identify an industry Subject Matter Expert Pool for Market Participants to reach out to with issues prior to raising a query or defect.	Due to poor response from participants, it was agreed at the PNDG which took place on 09 Aug 16 that the deadline for this action should be extended from 05 Aug 16 to 12 Aug 16.	Participants	Open	05 Aug 16	
A112	Market Trials Problem Solving Session	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).	Due to poor response from participants the deadline for nominations has been extended from 05 Aug 16 to 12 Aug 16.	Participants	Open	26 Jul 16	12 Aug 16
A113	Market Trials Problem Solving Session	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).	Closed and is now being considered.	Participants and PwC	Closed	26 Jul 16	05 Aug 16
A114	Market Trials Problem Solving Session	Develop a checklist for Market Participants to use to triage defects and queries, sharing good practices amongst Market Participants.	A participant is still required to volunteer for this. At the PNDG on 09 Aug 16 it was agreed that the due date for submitting volunteers will be shifted from 05 Aug 16 12 Aug 16 due to no participant responses.	TBD	Open	26 Jul 16	12 Aug 16

Action #	Pillar/ Milestone	Action	Progress	Action Owner	Status	Date Raised	Due Date
A115	Market Trials Problem Solving Session	Send out a link to the consolidated list of the transformation rules that have been completed and are/are not in Market Trials environment.	Complete and transmitted to DMG for circulation.	Xoserve	Closed	26 Jul 16	05 Aug 16
A116	Market Trials Problem Solving Session	Update Xoserve website to locate the process maps (including iGT) in a central location. Currently process maps are split over 3 locations.	Bulk, iGT targeted for week ending 12 Aug 16.	Xoserve	Open	26 Jul 16	05 Aug 16
A117	Market Trials Problem Solving Session	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.	Only one comment received on the content. Webex will be scheduled for Friday 12/8. Agenda and call in details to follow.	Participants and PwC	Open	26 Jul 16	08 Aug 16
A118	Market Trials Problem Solving Session	Lead process walkthroughs in Targeted Areas (e.g. SPA, RGMA and iGTs).	WebEx sessions to be arranged and facilitated by Xoserve once nominees received. Due to poor response from participants deadline is extended from 08 Aug 16 to 12 Aug 16. It was also clarified that the sessions would be in a "lunch and learn" style and would be hosted by participants to share their learning from testing and any areas where participants should pay attention to in order to expedite the process and avoid placing burden on Xoserve.	Participants and Xoserve	Open	26 Jul 16	12 Aug 16
A119	Market Trials Problem Solving Session	Provide list of frequently asked queries / themes on Xoserve website.	In progress.	Xoserve	Open	26 Jul 16	19 Aug 16

Action #	Pillar/ Milestone	Action	Progress	Action Owner	Status	Date Raised	Due Date
A120	Market Trials Problem Solving Session	Develop a summary sheet of where information is on the Xoserve website and SharePoint (e.g. iGT data on different SharePoint site to others).	In progress.	Xoserve	Open	26 Jul 16	31 Aug 16
A121	Market Trials Problem Solving Session	Ensure participants reporting blocked scenarios are making submissions into defect prioritisation process.	In progress.	PwC and Ofgem	Open	26 Jul 16	End of Market Trials
A122	Market Trials Problem Solving Session	Identify sample of defects where Market Participants have not received a complete response or outbound file, and do root cause analysis.	In progress.	Xoserve	Open	26 Jul 16	TBD
A123	Market Trials Problem Solving Session	Undertake a review of P3 defects to identify any that do not need to be fixed for go-live. Agree these with the market participants.	In progress. Xoserve noted that they are prioritising "no response files" above this issue. If participants disagree with that priority they should advise Xoserve.	Xoserve	Open	26 Jul 16	31 Aug 16

Item5:   AOB

16. Steve Mullins (PwC) drew the meeting to a close thanking participants for their constructive input and reminding them of the portal submission, interim PNSG next week.
17. Post meeting: Steve Mullins (PwC) thanked Sandra Simpson (Xoserve) for coming in from her holiday to attend the PNDG.