

Project Nexus Delivery Group [PNDG] Status Report

14 March 2017

Covering the period: 24 Feb 17 – 09 Mar 17

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>

Programme Status Report

Project Nexus: As @ 08 Mar 17

Sponsor: Jon Dixon

PMO: Melisa Findlay

End Date: 01 Jun 17

RAG Status	Solution Delivery	Market Trials	Data	Transition	GONG
Overall					
Xoserve					
Baringa <small>(view of Xoserve)</small>					
Participants	N/A				

Programme Status:

Programme Trend:

Since:



09 Feb 17

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 last report
 No Change Since last report
 Deterioration since last report

Project Nexus Programme Background: Project Nexus is the implementation of new business processes for gas settlement reform and single service provision for GT and iGT's with the central system being delivered as part of Xoserve's UK Link Programme. The programme involves participation from shippers, gas transporters, independent gas transporters and Xoserve. This report structures the programme into five workstreams: Project Delivery (Solutions and Services); Market Trials; Data (Migration and Cleansing); Transition; and GONG.

Activities since last PNDG:

- Mini DMG to investigate iGT data reconciliation issues.
- Analysis of test line fallout (tests forecast to complete after 24 Mar 17) started.
- Preparation for IDR2 and IDR2 entry decision.

Upcoming activities:

- G2 Portal submission on 16 Mar 17.
- Continue with IDR2.
- Review contingency planning at TPG due on 21 Mar 17.
- Continue to review evidence and conduct follow up GONG and MT assurance activity.

Overall RAG Commentary:

The Programme remains Amber. **Solution Delivery:** Continues as Amber / Green. Xoserve still require confirmation of expected volumes post Go Live in order to confirm that the results seen in performance testing are adequate. The performance is not expected to be an issue. **Market Trials:** There has been a slowdown in MT Regression with a number of Market Participants behind on test completion. The pillar has deteriorated to Amber as a result. 3 of an anticipated 16 Market Participants are reporting completion of MT Regression. The overall outlook remains positive with only 3 Market Participants forecasting a total of 4 test lines with completion beyond MT2.6. **Data:** The pillar remains Amber which is driven by the risk around proving the solution for In Flights in time for incorporation in IDR2 and ongoing work to reconcile data held by Shippers, iGT and Xoserve. A mini-DMG was held to address specific concerns around the latter. **Transition:** Continues as Amber due to the dependency of IDR2 on In Flight testing, iGT migration and the general workload that must be managed through IDR2. **GONG:** Continues as Amber / Green. The Amber element being driven by key areas of concern around In Flights testing, iGT data alignment and cleansing, maturity of Market Participants Transition planning, Post Go Live support and governance, the completion of MT Regression and how residual defects will be managed Post Go Live.

Remediation Action:

Solution Delivery: Xoserve are defining a new format for the information required to hopefully remove the confidentiality concerns. **Market Trials:** PwC / Ofgem continue to conduct calls to monitor testing, identify and resolve blocking issues. The key message is to maintain the necessary pace to complete this critical activity. **Data:** In Flight progress is being closely monitored by the In Flights W/G. A mini DMG held to focus on specific areas of risk around IDL and ILL files. **Transition:** Analysis confirms the catch up process should be able to accommodate those organisations cutting over early, however this remains to be proven in IDR2 and IDR3. Any organisations seeking permission to deviate from their submitted cutover dates must do so via PwC/Ofgem. **GONG:** All of the risk areas driving the Amber part of the rating are understood and being addressed through individual working groups or with Ofgem.

Solution Delivery Status Report

Project Nexus: As @ 08 Mar 17

Sponsor: Jon Dixon

PMO: Melisa Findlay

End Date: 01 Jun 17

RAG Status

Project Delivery

Overall	
Xoserve	
Baringa <small>(view of Xoserve)</small>	
Participants	N/A

Workstream Status:



Programme Trend:



Since:

27 Sep 16

Solution Delivery Background: The Solution Delivery Workstream covers Xoserve UK Link Programme Delivery - the development of the new UK Link solution including user acceptance testing and performance testing, and Service Operations - the design and implementation of Xoserve's new and revised service management arrangements. Service Operations includes the implementation of a new service management operating model, training in the new service management arrangements and the design and implementation of post implementation support (including hypercare) arrangements.

Overall RAG Commentary:

The status of this workstream has been reported as Amber / Green due to an outstanding requirement for industry to confirm post Go Live volumes which will be used to confirm the adequacy of Performance Testing results. Current calculations indicate that this is not expected to present an issue but confirmation is required of the assumptions used.

Achievements since last PNDG:

- All Solution Delivery milestones complete.
- Worked with a shipper on a revised template to request read volumetric information post go live to remove or reduce commercial sensitivity. There are still difficulties providing information that would enable a reasonably accurate volumetric calculation. This was referred to PNSG for a route to resolution.

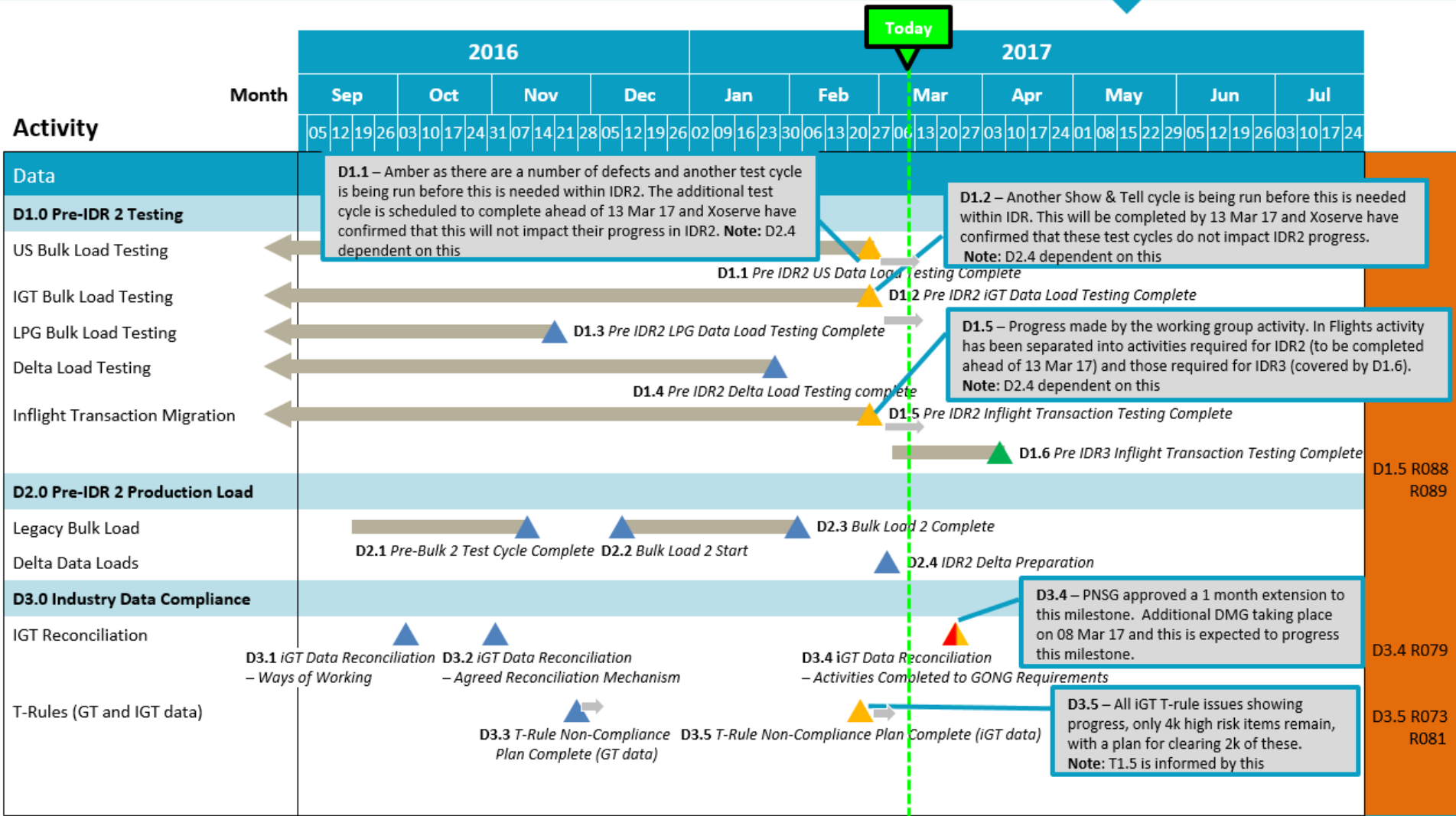
Remediation Action:

- A cross industry working group will be set up to investigate the future system volumetric to feed into Xoserve operations so that the UK Link system can be monitored and sized to meet the anticipated growth of volumes in the future.

Upcoming activities:

- An industry working group will be set up to investigate the future system volumetric requirements.

Market Trials 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

Market Trials Status Report

Project Nexus: As @ 08 Mar 17

Sponsor: Jon Dixon

PMO: Melisa Findlay

End Date: 01 Jun 17

RAG Status	Market Trials
Overall	● ↓
Xoserve	● ↔
Baringa <small>view of Xoserve</small>	● ↔
Participants	● ↓

Workstream Status:



Programme Trend:



Since:

03 Mar 17

Market Trials Background:

The Market Trials Workstream monitors participant progress through the trials phase reporting fortnightly to the PNDG. The reporting includes progress metrics, defect analysis, risks and issue, and is provided by participant self-assessments on the Nexus Portal, enabling a Market wide view of progress and blockers. The MTWG is a cross programme working group supporting and agreeing changes to the MT approach. Additionally the MTWG is required to provide market input in to any risks or issues that are captured during the phase.

Overall RAG Commentary: The Workstream is rated as Amber. Test line completion, as of 03 Mar 17, remains behind the baseline plan with an increased delta between actual and baseline completions compared with the last period. 3 participants have completed MTR however a further 13 should have completed. There are 11 participants that have a small number (<5) of test lines remaining, with no reported blockers. The overall outlook remains positive with only 3 participants forecasting a total of 4 test lines with completion beyond MT2.6. In addition, the IDL catch up process (which was blocking a number of test lines) has now completed and this file is flowing as expected which is allowing iGTs to progress testing.

Achievements since last PNDG:

- Interim portal submission completed by 36/37 participants.
- Preparation for MTR final P3 defect position workshop, working with Xoserve and Market Participants to gather required additional information regarding open defects.
- MTR final P3 defect position workshop on 08 Mar 17.
- Analysis of test line fallout (tests forecast to complete after 24 Mar 17) started and included in PNDG update.
- MTWG run 07 Mar 17 - see MTWG key messages.

Remediation Action:

- MTR progress calls between PwC/Ofgem Account Managers and participants will continue to stress the importance of completing testing with little time remaining for defects to be identified, fixed and retested within the phase.
- Analysis to be conducted to determine test lines that are currently forecast to complete beyond the 24 Mar 17. These will be impact assessed against MTR Exit Criteria and a mitigation plan is required.
- All Market Participants to review test line forecast completion dates within their MTR test plan to confirm they are accurate.

Upcoming activities:

- Continue to manage MTR progress calls to track the progress of each Market Participant against their baselined test plans.
- MT Regression Exit assurance activity underway by PwC.
- Invoice testing.
- Second portal submission due 16 Mar 17.

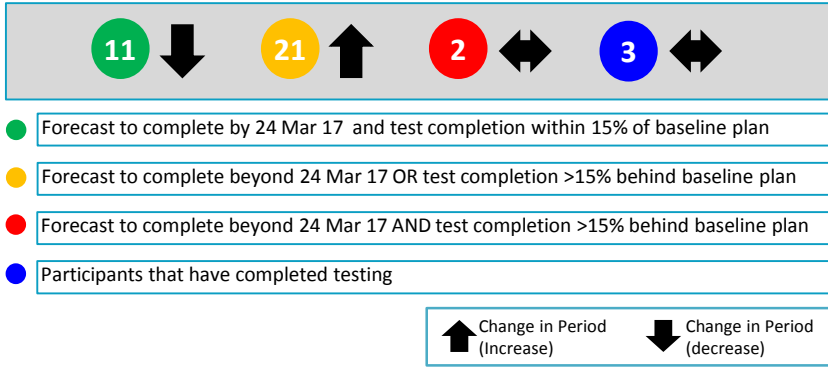
MTWG Key Messages:

- Industry representatives asked to encourage constituency members to provide input regarding open defects for MTR final P3 defect position workshop.
- Agreed that PwC will refine MTR exit criteria regarding open P1/P2 to clarify this criteria explicitly refers to code impacting defects to the market trials environment.
- Xoserve to distribute comms regarding testing possible for AMR check reads and ASP short codes (scenarios identified as not currently being tested in MTR).

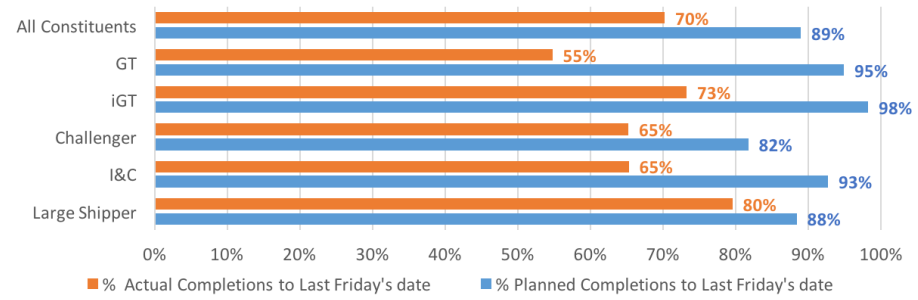
MTR Confidence Dashboard

Confidence Criteria	Desired outcome	24 Feb 17	3 Mar 17	Comments (@ 07 Mar 17)	Improving Confidence Deteriorating Confidence No change
Participant RAG assessment	RAG assessment based on participant progress against plan and forecast completion.			The overall RAG position has deteriorated from the previous period. The number of Market Participants tracking amber has increased by 10 and Market Participants tracking green have decreased by the same. 2 Market Participants are currently tracking amber due to test lines forecast to complete after 24 Mar 17.	
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.			All Market Participants have now commenced testing. 1745 of the 1864 test lines planned to have started by 3 Mar 17 are underway. This has improved since the last period with a smaller delta between the planned and actual values.	
MTR test lines completed against plan	Participants demonstrate a sustained performance in achieving planned completion dates for tests lines within their MTR test plans.			As at 3 Mar 17, test completion is currently off track with 1299 tests complete against 1671 expected. Compared with the last period, the gap between number of tests completed against the baseline has increased. There are a large number of tests (184) re-forecast to complete by 10 Mar 17; they will continue to be monitored closely.	
Defect position	Low levels of new defects are identified in line with the objectives of the MTR phase.			Of 253 defects open at/since 09 Jan 17, 168 have been detected in MT or MTR. Of these, 123 have 'Action Resolved' with 21 external and 24 internal open defects as of 01 Mar 17.	
Number of participants complete	Participants confirm that they have completed their MTR test plan and require no further support from Xoserve.			As of the 3 Mar 17, 3 Market Participants have completed testing out of the 16 expected to have completed. 4 participants have 2 or less testlines to go in order to complete testing.	

37 Participants' MTR RAG (@ 03 Mar 17)

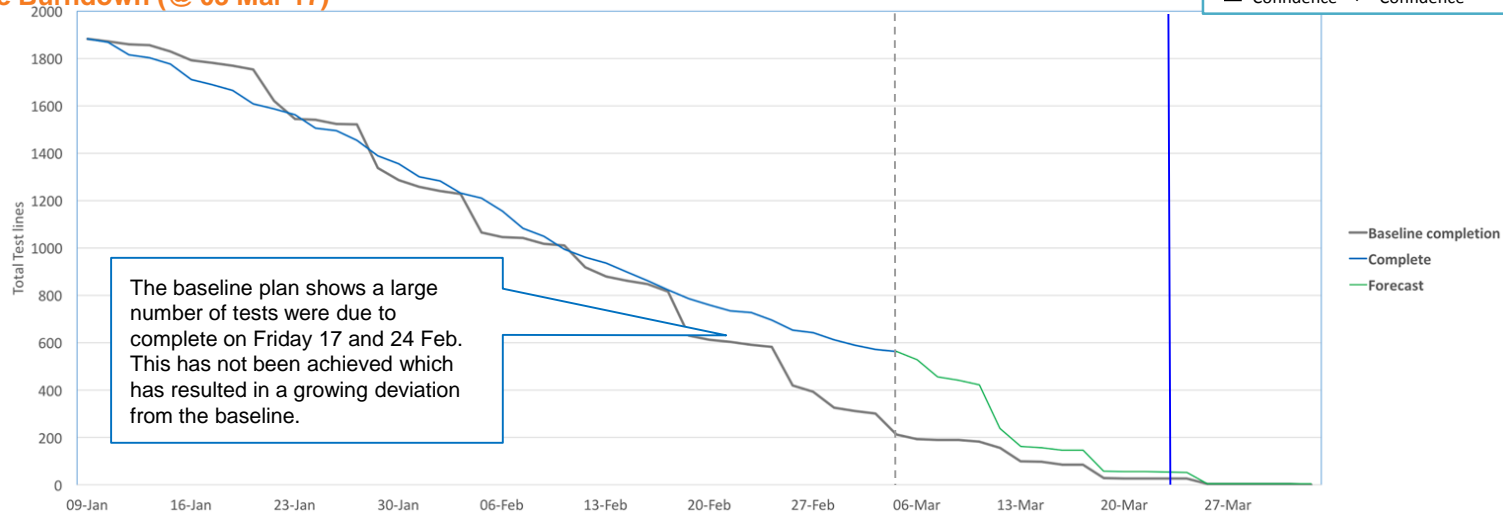


Test lines complete by constituency (@ 03 Mar 17)



MTR Test Line Burndown

Test Line Burndown (@ 03 Mar 17)



Test Line Burndown data (@ 03 Mar 17)

Key: On track / Behind plan

Total Test Lines: 1882	Planned to date	Actual to date	Delta	Trend from last period
Test lines complete	1671	1299	372	↓
Test lines started	1864	1745	119	↑
Participants commenced testing	37	37	0	↔
Participants completed testing	16	3	13	↓
Test lines de-scoped	n/a	211	n/a	n/a

Commentary

- Against the baseline plan, the current rate of progression for ‘test line completion’ continues to track behind schedule. Issues around iGT portfolio reporting are now believed to be resolved, this has however impacted tests which have had to be reforecast. Internal issues impacting a small number of participants also are believed to be resolve.
- **Reporting basis:** Reporting is based on the number of test lines within participants test plans. It should be noted the number of test cases may vary between each test line but the number of test lines is considered representative for reporting purposes.

MTR Test line fallout

The table below details the test lines currently forecast to complete after 24 Mar 17. Ofgem/ PwC case managers are working with participants and Xoserve to understand whether these tests can be accelerated to be complete within the phase and, where not possible, working to understand the potential impact of these scenarios not being tested in MTR.

Functional area	Mandatory Scenario	Number of test lines	Number of participants blocked after 24 Mar 17	Participant (Number)	Range of forecast completion	Date of addition to this table
AQ Correction	15.1 - Updated AQ issued by Xoserve (including Rolling AQ)	1	1	Challenger(1)	03/04/2017	06/03/2017
Transfer of Ownership	7.1 - Confirmation - confirmation accepted - withdrawal notice received by incumbent shipper - no objection - no confirmation cancellation issued - confirmation period expires - TOO complete 7.7 - Confirmation - confirmation accepted - withdrawal notice received by incumbent shipper - no objection -TOO complete - Unique sites	2	2	Large Supplier (2)	21/04/2017	06/03/2017
CSEP	24.1 - CSEP creation - acceptance	1	1	Large Supplier (1)	21/04/2017	06/03/2017

Key Message - The current forecast indicates that 33 participants will complete MT Regression by 24 March 17. If this is not the case for your organisation then please provide the most accurate forecast completion date for your remaining test lines to your PwC / Ofgem account manager immediately.

Defect Position @ 01 Mar 17

of files processed: 8,822

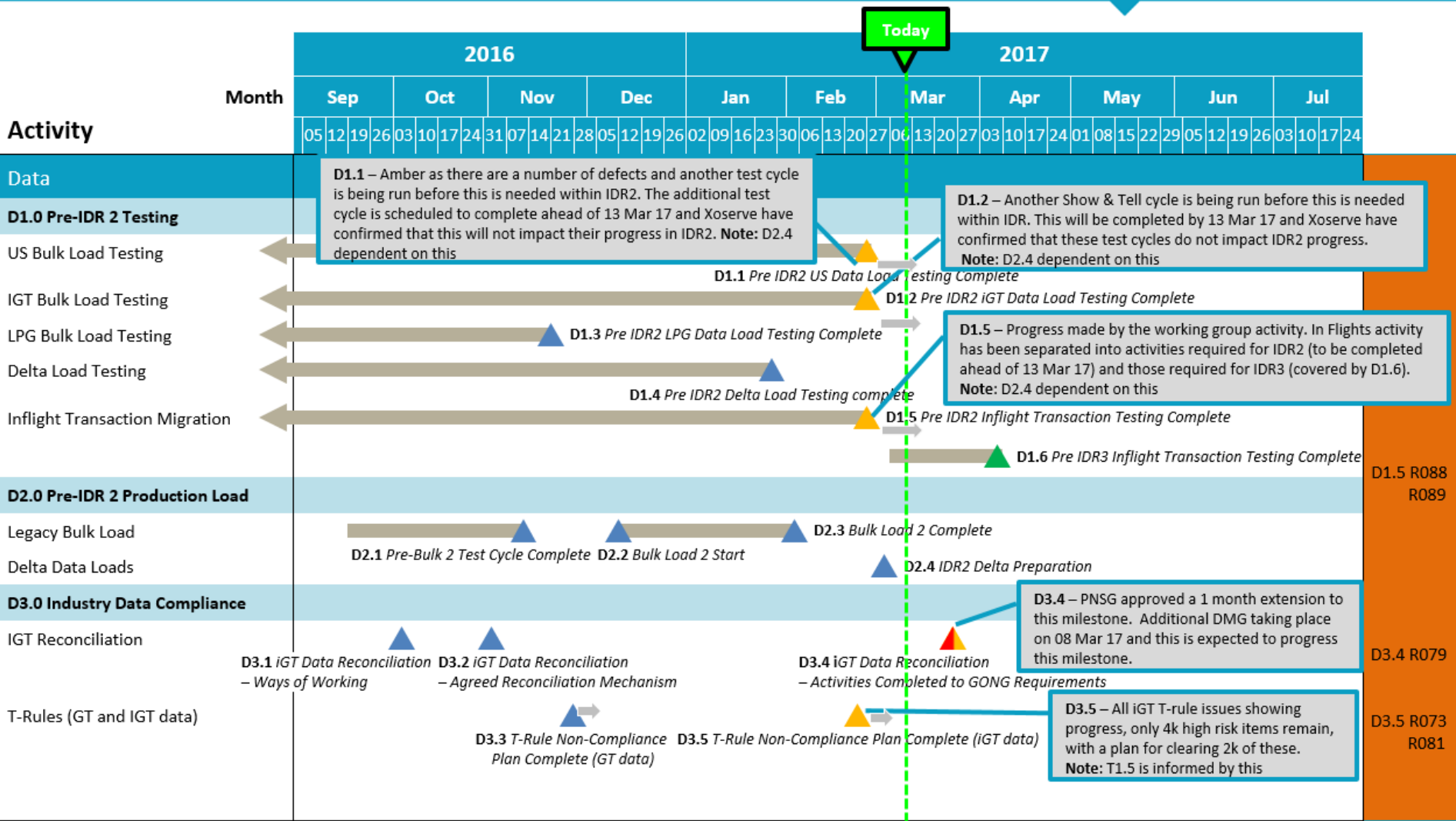
of transactions: 134,972

of active participants: 36

TICKETS	Total	Notes					
Participant Raised MTR Tickets:	180	Information taken from IT360					
Currently being assessed	44	All tickets are raised at P3 in IT360. Includes tickets being processed as defects.					
Resolved	42						
Rejected (51%)	94	Either after initial triage, or following further analysis.					
DEFECTS (all test areas included)	External / (Internal)	Total	Severity	Notes			
Defects Open at and since 09-Jan:	64 (216)	280	P1	P2	P3	P4	Information taken from HPQC
Total open:	21 (59)	80	- (1)	- (19)	21 (36)	- (4)	
Actions Resolved:	43 (157)	200	- (4)	2 (32)	40 (107)	1 (14)	

Breakdown of defects by Test Area (not including data defects)								Notes
Defects Open at and since 09 Jan:	Open External / (Internal)	Total Open	P1	P2	P3	P4	Actions Resolved	Information taken from HPQC
AMT Testing		-					1	Potential to impact to MTR testing
CR Testing	- (5)	5		- (1)	- (3)	- (1)	8	No impact on MTR testing
IDR1 / IDR1 Migration	- (1)	0					5	No impact on MTR testing
MT / MTR	21 (24)	45		- (1)	21 (23)		123	
Operational Readiness	- (305)	30		- (15)	- (12)	- (3)	55	Limited impact to MTR testing
SMART	- (-)	-					8	No MTR impact - stand alone solution
Total open:	21 (59)	80	- (1)	- (17)	21 (38)	- (4)	200	

Data Workstream Plan



D1.5 R088
R089

D3.4 R079

D3.5 R073
R081

Data Status Report

Project Nexus: As @ 08 Mar 17
Sponsor: Jon Dixon
PMO: Melisa Findlay
End Date: 01 Jun 17

RAG Status	Data
Overall	● ↔
Xoserve	● ↓
Baringa <small>view of Xoserve</small>	● ↔
Participants	● ↔

Workstream Status: ●

Programme Trend: ↔

Since: 31 Jan 16

Data Background: The Data Workstream is focussed on delivering the management and execution of robust data sourcing, mapping, transfer, reconciliation and validation activities required to cleanse and migrate data to the new SAP solution. Rigorous tried and tested processes and methods are required across all areas in order to underpin and deliver a successful migration solution.

Overall RAG Commentary:
 The Data work stream is rated as Amber. Delta Load into IDR2 has completed, with minimal fallout (attributes impacting less than 1000 MPRNs all with known resolutions). At the DMG held on the 08 Mar 17, good progress was made to address the iGT data inconsistency. Whilst work continues, the outcome of this DMG has resulted in an increased level of confidence amongst Shippers that any issues raised can be resolved. In Flights making progress but testing for iGT Change of Supplier In Flights tight.

- Achievements since last PNDG:**
- IDR2 Delta Load validation complete with 4 minor defects (less than 1000 MPRNs to be resolved post transformation).
 - Mini-DMG increased shipper confidence that iGT data issues are being resolved and that results will be seen in subsequent reconciliations.
 - Need for DMG post Go Live confirmed and additional meetings scheduled.
 - In Flights - GT complete with one exception on USRV. iGT In Flights likely to use up contingency but Xoserve aim to complete before 15 Mar 17 when iGT data load commences (update on any remaining impact to be provided in meeting).

- Remediation Action:**
- In Flights working group has deprioritised low volume scenarios (typically <10 occurrences) which will be tested in IDR3.
 - Continued focus on iGT In Flight testing, with working group mobilised to respond remaining scenarios are further delayed.
 - A follow up mini-DMG focusing on iGT data inconsistencies will be organised for week commencing 03 Apr 17 to ensure that these are resolved.

- Upcoming activities:**
- Completion of In Flights testing and assessment of any remaining defects as part of IDR2.
 - Continued work on elimination of iGT data inconsistencies (D3.4), including follow-up activities from 08 Mar 17 mini-DMG.
 - 23 Mar 17 DMG to focus on IDR2 fallout, iGT data, and post Go Live mitigation.

- DMG Key Messages:**
- Delta Load shows continued good progress on GT data migration.
 - In Flights and iGT data consistency remain the priority areas.

Current Data Plan Activities

Summary of Current Workstream Plan Activities @ 06 March 17:

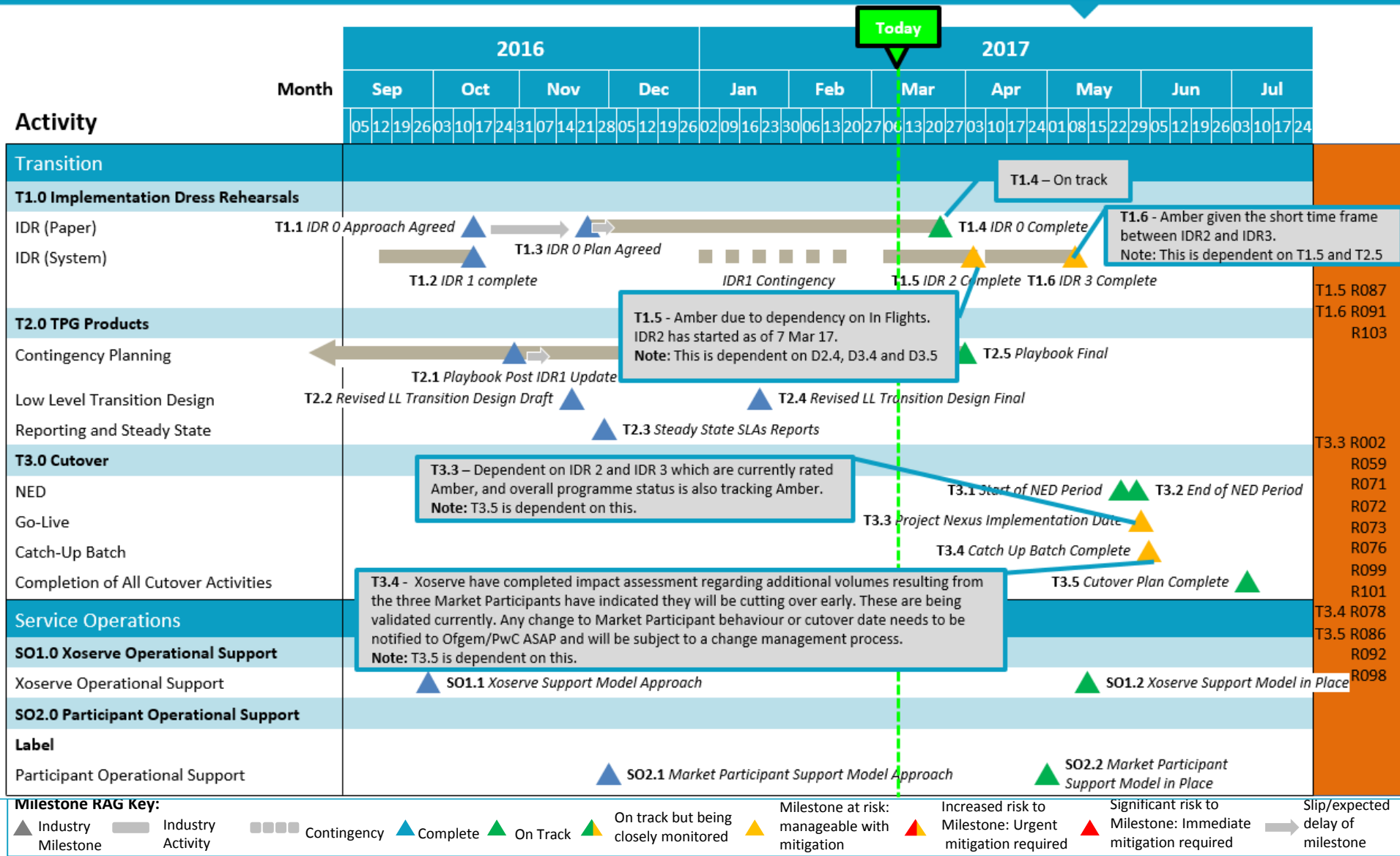
Origin	Cycle	Perf	Quality	Progress		Response to RAID
Unique Sites	US TC2 (in progress)	G	G	Unique Sites open defects being addressed before IDR2 NED cycle via Unique Sites Test cycle 2 • Performance : Achieved plan timings in IDR1 • Issues : None • Quality : A number of Open Defects have been fixed and are being tested in Unique Sites Test Cycle 2 which is on track to be completed before the US testing within NED week during IDR2 (starting 14 March 2017)		1. Further US cycle in progress to sweep up X25 "Open" Migration and Quality defects and practice US migration before IDR2. (in progress)
				Data Defects Landscape	Fallout from cycle	
				X25 "Open" defects being addressed	N/A before next cycle	
iGT	iGT TC6 (complete)	G	A	iGT test cycles continue to deliver to planned performance. iGT TC6. • Plan : DM improvements from TC4 to TC5 & TC6 were effective. TC5 and TC6 had ~1 day contingency remaining with 9+3 plan. This Contingency is required to manage non-data issues (e.g. DB performance). • Issues : None for period of reporting. • Quality : There remain open a number of "open" defects which are being addressed via fixes and subsequent "Show and Tell" sessions with the business before NED week during IDR2 (starting 14 March 2017)		1. Contingency "Defect focused" Show and Tell Sessions underway with the business to prove relevant defects remaining from the current cycle before IDR2 (IDR2 & 3 provide further opportunities to improve quality where needed)
				Data Defects Landscape	Fallout from cycle	
				x22 Open defects a number of them fixed and undergoing "Show and Tells" with business before IDR2	All objects achieved 100% ETL success rates in iGT TC6	
LPG	LPG TC1 (complete)	G	G	Further LPG Testing complete. • Performance : Proven through previous cycles. • Issues : N/A • Quality : X12 "Open" Data defects exist		1. N/A
				Data Defects Landscape	Fallout from cycle	
				12 - Defects being addressed	N/A	

Current Data Plan Activities











Summary of Current Workstream Plan Activities @ 06 Feb 17:

Origin	Cycle	Perf	Quality	Progress		Response to RAID
Delta	Delta as part of IDR2 (underway)	G	G	Delta IDR Prep delivered to plan and achieved quality parameters to enter IDR2 <ul style="list-style-type: none"> Plan: Plan performance for Delta remains in line with expected performance Issues: None for period of reporting Quality: Minimal 'Open' defects out of IDR2 Delta Prep – remediation is underway and fixes will be deployed in IDR2 Delta 1 		N/A
	IDR Delta Prep (Complete)			1. Data Defects Landscape	1. Fallout from cycle	
				X4 defects remain Open to be fixed within IDR2 Delta 1	All objects achieved 100% ETL success rates in TC4, TC5a and TC5b	
In Flights (Data)	IDR1 (complete)	A	A	In-Flight UAT testing continues, with confidence rising that solution will be fit-for-purpose come IDR2 NED entry <ul style="list-style-type: none"> Performance: Testing of full scope in progress Issues : tight timescales to deliver Inflights before IDR2 NED week Quality: Defects are being fixed and tested as part of test cases (19x across both data and functional), all High & Medium Test cases to be completed before 15 Mar 17 (start of Inflights Testing in NED week of IDR2) 		1. Dedicated Test cycle for In Flights commenced along with Transition (action in progress) 2. Successful offshore collaboration has resulted in positive design and test solution for In Flights Data
	Further In Flights testing (TBC)			1. Data Defects Landscape	1. Fallout from cycle	
				-x19 Open Data/Functional defects a number of which are fixed ready to test before IDR2	N/A before next cycle	
Bulk	Bulk 2 (Complete)	B	B	Bulk achieved successful closure and PwC Assurance completed; positive review with just 2 minor observations that the team taken note of.		
				1. Data Defects Landscape	1. Fallout from cycle	
				None	1. All objects achieved 100% ETL success rates in Bulk 2	

Transition Workstream Plan



Transition Status Report

<p>Project Nexus: As @ 11 Oct 16</p> <p>Sponsor: Jon Dixon</p> <p>PMO: Melisa Findlay</p> <p>End Date: 01 Jun 17</p>	RAG Status	Transition	<p>Workstream Status: </p> <p>Programme Trend: </p> <p>Since: 17 Jan 17</p>
	Overall	 	
	Xoserve	 	
	Baringa <small>view of Xoserve</small>	 	
	Participants	 	

Transition Background: The Transition Workstream covers the activities required to move the new UK Link solution into production environment and business as usual. The workstream covers the Xoserve activities associated with implementation dress rehearsals, cutover planning, execution, and the key activities and deliverables required. This is to allow market participants to plan and execute the cutover and transition of their own systems and be in a position to participate in the market with the new solution.

Overall RAG Commentary:
 The Amber rating reflects that an unsuccessful IDR2 would lead to a potential No Go being given for implementation on the 1 Jun 17. IDR2 has commenced and there is a need for the key activities that failed in IDR1 to be completed this time. This includes In Flight testing and the IGT migration. In addition, there is a concern around organisations cutting over early which may inflate catch up volumes (T3.4). Organisations are expected to maintain normal behaviour across the Transition period and highlight to Ofgem if they are behaving differently.

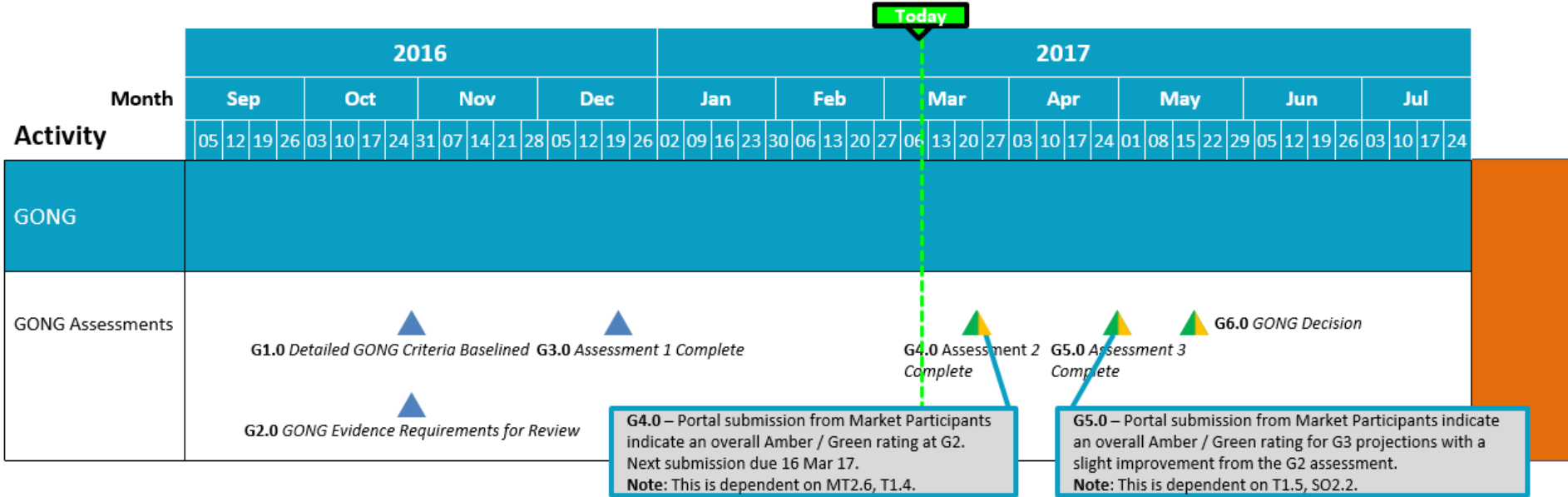
- Achievements since last PNDG:**
- WebEx session held with TPG members on 01 Mar 17 detailing the Communication approach for IDR2. This has come into effect from 8 Mar 17.
 - Contingency Planning workshop held on 02 Mar 17 where final review took place. Final version has been delivered to TPG for review and will be baselined on 21 Mar 17.
 - IDR2 activity started on 7 Mar 17 and expected to run for next 23 days.
 - Updated LLTD (version 2.2) and 23 day cutover plan documents (version 5) shared to Market Participant at TPG on 07 Mar 17.

Remediation Action:
 The cutover analysis completed by Xoserve that the catch up process should be able to accommodate the 3 organisations who are going early based on previous volumes. This will be validated in IDR2. Any further organisations who wish to deviate from the cutover dates provided to PwC/Ofgem need to seek permission from PwC/Ofgem. IDR2 will be monitored on a daily basis to ensure that activities complete as expected. The In Flight working group have continued progress checks on the In Flight testing. The most recent update details that the majority of test scenarios have passed successfully at this time.

- Upcoming activities:**
- Continuation of IDR2 activities due for completion on 30 Mar 17.
 - Review of Contingency Planning with baseline at TPG due on 21 Mar 17.
 - IDRO Exit Report due to be issued for information by 17 Mar 17.
 - Next TPG via WebEx scheduled for 21 Mar 17.
 - Post Go Live Test Environment requirements due to be baselined by 21 Mar 17.
 - Development of Market Participant cutover reporting plans by 31 Mar 17.

- TPG Key Messages:**
- TPG received a walkthrough of the Contingency Planning walkthrough at the latest session on 7 Mar 17. This document has now been issued for TPG review with a completion date of 21 Mar 17.
 - GONG Themes have yielded that the main issues that remain with the industry include Post Go Live activities, outstanding Transition queries, and concerns regarding In Flights. The Transition workstream will look to close these queries out ahead of the next GONG Portal submission.




GONG Workstream Plan



Milestone RAG Key:

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

GONG Status Report

Project Nexus: As @ 06 Mar 17 Sponsor: Jon Dixon PMO: Melisa Findlay End Date: 01 Jun 17	RAG Status	GONG	Workstream Status:  Programme Trend: Since: 29 Nov 16
	Overall		
	Xoserve	Pending	
	Baringa <small>view of Xoserve</small>	Pending	
	Participants		

GONG Background: The GONG workstream will track market participants progress against a set of criteria. In collaboration with the cross programme working groups, it will provide a final recommendation to the PNDG / PNSG on market readiness to go-live and the associated risks should all parties not been able to demonstrate go-live readiness. Through the Nexus Portal, participants will self assess their status, the output of which will be reported through the PNDG. Performance will be measured against three 'Gates' where progress against the GONG criteria will be reported, including assurance over participants submission in order to support any recommendation.

Overall RAG Commentary:
 RAG status is rated as Amber / Green. 35 of 44 Market Participants and Xoserve made a GONG assessment (G2) submission and initial analysis has been completed. 62% of all criteria were reported as Green however, key areas of concern remain around; In Flights testing, iGT data alignment/cleanse, maturity of Market Participant transition planning, post Go Live support/governance and completion of MT Regression with a forward plan for managing residual defects. All of these concern areas are being managed at working groups or directly with Ofgem.

- Achievements since last PNDG:**
- 35 of 44 Market Participants and Xoserve made a Nexus Assurance Portal Submission for the first GONG G2 assessment.
 - 9 site visits completed involving the Data, Transition and Assurance team.
 - Presented the Go Live Governance Plan to PNSG on 02 Mar 17 and RIAG on 07 Mar 17.

- Remediation Action:**
- Monitor In Flights testing and develop fallout report approach.
 - Evaluate mini DMG on 08 Mar 17 to address iGT data alignment/cleanse issues.
 - Follow up with Market Participants focussed on transition planning
 - Xoserve post Go Live session on 13 Mar 17
 - Output of Post Go-Live workshop and plan for managing residual defects.
 - Continue to monitor Market Participant progress against GONG Criteria.
 - Transition team are developing a dashboard to report and track Market Participants execution of their Transition activities.

- Upcoming activities:**
- Continue to support Market Participants' ahead of final G2 submission on 16 Mar 17.
 - Attend remaining 14 site visits scheduled.
 - Continue to review evidence and conduct follow up assurance activity.
 - Develop G2 assurance report with final version due on 27 Mar 17.
 - Escalate the 9 non-submitters to Ofgem.

- Key Messages:**
- As previously emphasised, G2 provides time to take mitigating actions to address issues and Market Participants are encouraged to continue to report accurately and raise concerns through the appropriate mechanisms.
 - G2 will undergo assurance and therefore evidence needs to be provided to support Market Participant submissions.

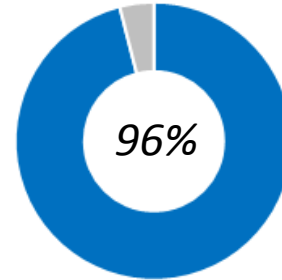
G2 Dashboard – Participants

The information is based on GONG self assessment information provided on the Nexus Assurance Portal on 23 Feb 17 as part of G2. This is an initial view and follow up activity has commenced to obtain the missing submissions and clarify the issues raised.

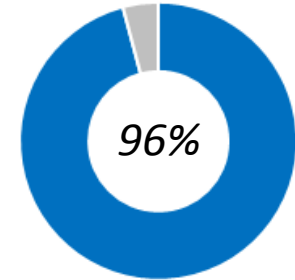
- 35** Market Participants provided a G2 portal submission (increased from 31 submissions as at 23 Feb).
- 02** Market Participants made incomplete submissions and are being followed up with.
- 09** Market Participants did not make a G2 Assessment submission and will be escalated to Ofgem as required.

Market Coverage:

- 35 of 44 Market Participants had provided a G2 portal submission equating to 96% Annual Quantity ('AQ') and 96% of supply points coverage.

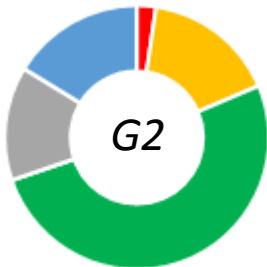


Market AQ %

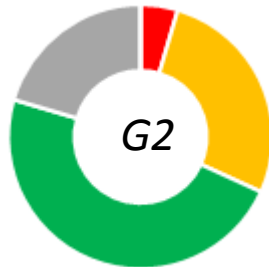


Market Supply Point %

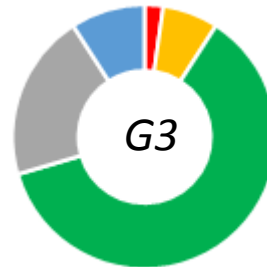
Market Participant self-assessed overall RAG status projections



Projected G2 RAG status at G1



Projected G2 RAG status as at 23 Feb 17



Projected G3 RAG status as at 23 Feb 17

■ Attained or on track to attain
■ Mitigating actions to bring back on track by next assessment
■ Will not be attained and no mitigation plan to bring back on track
■ Data missing – partial submission made
■ No Submission

GONG criteria G2 self-assessment commentary:

Key Concerns from G2 Submission on 23 Feb 17:

- Completion of In Flights testing.
- iGT Data alignment/cleanse activity.
- Maturity of Market Participant transition planning.
- Post Go Live Support and Governance arrangements.
- Completion of MT Regression with a forward plan for managing residual defects.

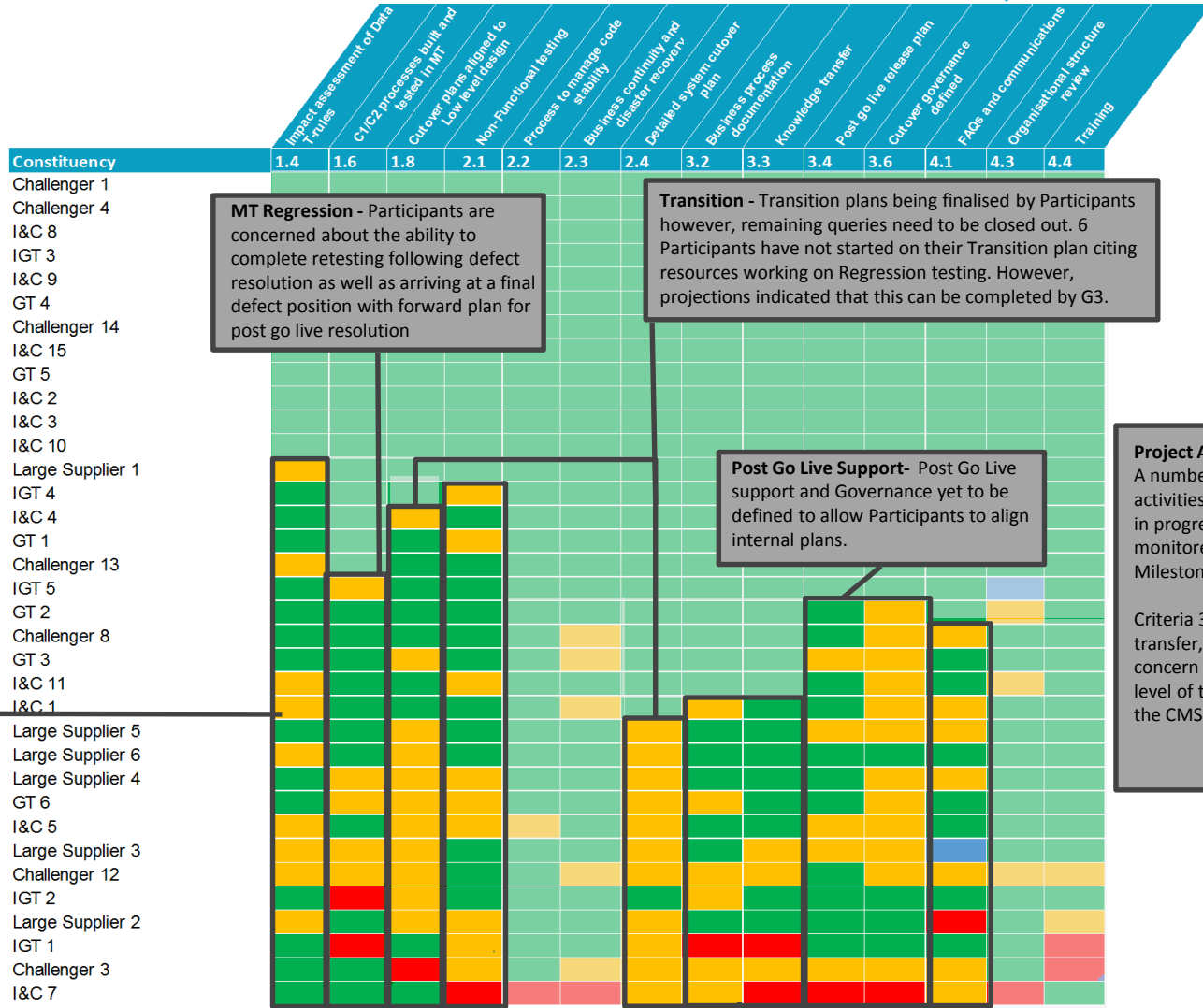
Current G2 position has deteriorated compared to the projections made at G1. Whilst this improves for G3 projections focus is required on the actions to address the above concerns.

GONG G2 Dashboard – Market Participants

Top 5 Issues from Market Participant Self Assessment -

This summary is based on the 35 confirmed submissions made on 23 Feb 17. This diagram will be updated as more submissions are received.

Data - Alignment and cleansing of iGT portfolio data as well as data quality concerns with iGT Portfolio reports.



MT Regression - Participants are concerned about the ability to complete retesting following defect resolution as well as arriving at a final defect position with forward plan for post go live resolution

Transition - Transition plans being finalised by Participants however, remaining queries need to be closed out. 6 Participants have not started on their Transition plan citing resources working on Regression testing. However, projections indicated that this can be completed by G3.

Post Go Live Support - Post Go Live support and Governance yet to be defined to allow Participants to align internal plans.

Project Activity In Progress - A number of internal project activities were indicated as in progress. These will be monitored prior to the G2 Milestone.

Criteria 3.3 - knowledge transfer, is a specific area of concern for iGTs due to the level of training received on the CMS portal.

Discuss

Xoserve G2 Status Summary

Aggregate G2 RAG

A

Overall status reported as Amber. RAG primarily driven by residual risk within the data and transition plans (iGT & US defects, inflights) and outstanding definition work for post go-live processes (release schedule, governance)







Pillar	Ref.	G2 Criteria	25-Nov	16-Dec	23-Feb	Key Achievements	Residual Risk Areas
Meets industry requirements	1.3	Data transformation rules communicated	G	G	G	<ul style="list-style-type: none"> Bulk 2 Complete with zero defects MT regression on track Requirements Traceability maintained for CRs 	<ul style="list-style-type: none"> Further identification of Delta defects following IDR2
	1.5	Bulk and Delta Data Loads	G	G	G		
	1.6	C1 / C2 Process built and tested in MT	G	G	G		
	1.8	Cutover plans aligned to low level design	G	A	G		
	1.9	Requirements Traceability	G	G	G		
Stable	2.1	Non-functional testing	A	A	A	<ul style="list-style-type: none"> Code stability management processes well established IDR2 readiness achieved 	<ul style="list-style-type: none"> High priority defects persist for iGT and US data Closure of remaining inflights scope NFR close out
	2.2	Process to manage code stability	G	G	G		
	2.3	Business Continuity and Disaster Recovery	G	G	G		
	2.4	Detailed system cutover plan	G/A	A	G/A		
	2.5	Data migration testing (Dress Rehearsals)	A	A	A		
	2.6	Data migration defects	G	G	A		
Sustainable	3.1	Design documentation	G	G	G	<ul style="list-style-type: none"> Training / KT plans in place and approved by Operational Business Leads 	<ul style="list-style-type: none"> PGL (Post Go Live) defects need aligning with PIS release schedule PGL governance structure definition remains in progress
	3.2	Business process documentation	G	G	A		
	3.3	Knowledge Transfer	G	G	G		
	3.4	Post go-live release plan	G	G	A		
	3.5	Data governance	G	G	G		
	3.6	Cutover governance defined	G	G	A		
	3.7	Hypercare IT support processes	G	G	G		
Consumer Experience	4.1	FAQs and Communications	G	G	G	<ul style="list-style-type: none"> MT Information Library is providing a valuable Business Process information resource People Transition comms plan nearing conclusion 	<ul style="list-style-type: none"> LWI (Local Work Instruction update / creation in readiness for training
	4.2	Hypercare exit criteria	G	G	G		
	4.3	Organisational structure review	G	G	G		
	4.4	Training	G	G	G		



Summary of Risks and Issues

#	ID	Milestone Affected	Description	Mitigation Action	Action Owner	Rating
1	R068	MT2.6 MT Regression Complete	The pace of testing within MT regression may not allow for testing to be completed by MT2.6. This could be due to: 1) it not being possible to execute agreed scope within planned timescales 2) a high number of defects being identified during the phase 3) repeat of challenges encountered during full MT phase (e.g. identifying test data; partnering). 4) issues with dummy data.	A157 - closed	MTGW PwC	12
2	R069	MT2.6 MT Regression Complete	A high number of defects are identified during the MT Regression phase, which results in a requirement to suspend the test phase.	A158 - closed A159 - closed A169 - closed	PNSG MTWG	12
3	R070	MT 2.6 MT Regression Complete	There is a risk that a lack of understanding of businesses process causes an increase in the number of incorrectly raised defects / queries and an increased number of rejected defects during MT Regression.	A160 - closed A161 - closed	Xoserve PwC	12
4	R073	D3.5 T-Rule Non-Compliance Plan Complete (iGT Data)	There are inconsistencies between the iGT data recorded on the Xoserve database and the details for the same MPRNs held by shippers which could lead to operational issues in customer switching and settlement post go-live.	A188 - closed A189 - open A237 - open	Xoserve PwC	12
5	R075	Post Go Live	There is a risk that the lack of a test environment for use by market participants beyond 01 May 2017 will lead to inadequate testing of defects and CRs that are deployed post go-live.	A199 - closed A200 - open A201 - closed A202 - open	Xoserve PwC	20
6	R076	Post Go Live	There is a risk to settlement as a result of a lack of clarity with respect to governance post Go-Live.	A203 - open	Xoserve Ofgem	16
7	R078	T3.4 Catch Up Batch Complete	There is a risk that there will be insufficient Variant Non-Business Days during the catch-up period to allow for Xoserve to process the backlog of files generated during the Non-Effective Day period.	A199 - closed A207 - closed A235 - open	TPG RIAG	16

RAG Rating Legend:

 Significant risk / issue that requires urgent attention. Immediate escalation to governance group with recommended action plan. Control at source	 Risk / Issue that requires swift resolution. Programme/project milestones, budget or quality are impacted but at edges of tolerance.	 Medium risk / issue where we are comfortable that the concern is manageable and that the mitigations options being reviewed will address the problem	 Decision to be made	 Risk / Issue that has a low impact on programme/project tolerances. These risks will be tracked	 The # indicates the assessed impact added to the assessed likelihood to provide an overall category of risk from Insignificant / Sever through to Rare / Almost Certain. Further detail can be found within the RIAG governance.
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Summary of Risks and Issues

#	ID	Milestone Affected	Description	Mitigation Action	Action Owner	Rating
8	R085	Post Go Live	There is a risk that a lack of understanding of businesses process causes an increase in the number of incorrectly raised defects / queries and an increased number of rejected defects post Go Live.	A160 - closed A161 - closed	Xoserve PwC	12
9	R086	T3.5 Cutover Plan Complete	There is a risk that the cutover will encounter problems due to a lack of coordination between Xoserve and market participants.	A228 - closed		12
10	R087	T1.5 IDR2 Complete	There is a risk that IDR2 will encounter problems as it will be the first time that Xoserve's cutover procedures will have been fully tested end-to-end since IDR1 and since that time the technical components of the cutover (delta, iGT data load etc) have been developed further.			15
11	R088	D1.5 Pre-IDR2 In Flight Transaction testing Complete	There is a risk that the development and testing work for In Flights will not complete fully in time for the commencement of IDR2. This could result in known issues prior to IDR2 or the manifestation of issues during IDR2 itself. This could impact the ability to enter IDR2 or the ability to meet the IDR2 exit criteria.	A227 - closed	Ofgem	12
12	R089	D1.5 Pre-IDR2 In Flight Transaction testing Complete	There is a risk that participants do not fully attain the GONG readiness criteria or misrepresent their attainment during the GONG assessment. This could result in post go-live issues such as exceptions, high number of queries, raising of invalid defects etc. This lack of readiness could impact the non-ready participants, other participants, Xoserve and ultimately end customers .	A234 - open	Ofgem	15
13	R095	MT2.6	There is a risk that the number of defects raised during MTR could result in a lack of confidence in the stability of the Go Live codebase.			9

RAG Rating Legend:



Significant risk / issue that requires urgent attention. Immediate escalation to governance group with recommended action plan. Control at source



Risk / Issue that requires swift resolution. Programme/project milestones, budget or quality are impacted but at edges of tolerance.



Medium risk / issue where we are comfortable that the concern is manageable and that the mitigations options being reviewed will address the problem



Decision to be made



Risk / Issue that has a low impact on programme/project tolerances. These risks will be tracked



The # indicates the assessed impact added to the assessed likelihood to provide an overall category of risk from Insignificant / Sever through to Rare / Almost Certain. Further detail can be found within the RIAG governance.

Summary of Risks and Issues

#	ID	Milestone Affected	Description	Mitigation Action	Action Owner	Rating
14	R096	MT2.6	There are a number of P2 defect fixes to be tested as part of this invoice cycle. There is a risk that the defects may not have been fixed correctly or that the fixes may have inadvertently created new defects or exposed others. If this is the case then a further invoice run will be required which cannot be completed by the scheduled date for MT2.4 meaning that the contingency period will be required for participants who wish to complete this test.			12
15	R102	T1.6 IDR3 Complete	Xoserve have based their sizing of the catch-up batch and other cutover activities (e.g. delta load) on the volume of transactions seen during the equivalent period last year. It is essential that participants inform Xoserve if there is any risk of them generating volumes in excess of those to be expected from normal behaviour. A specific example of this is R078 which relates to the catch-up process. However, there could be other impacts.	A233 - open	Xoserve	15

RAG Rating Legend:



Significant risk / issue that requires urgent attention. Immediate escalation to governance group with recommended action plan. Control at source



Risk / Issue that requires swift resolution. Programme/project milestones, budget or quality are impacted but at edges of tolerance.



Medium risk / issue where we are comfortable that the concern is manageable and that the mitigations options being reviewed will address the problem



Decision to be made



Risk / Issue that has a low impact on programme/project tolerances. These risks will be tracked



The # indicates the assessed impact added to the assessed likelihood to provide an overall category of risk from Insignificant / Sever through to Rare / Almost Certain. Further detail can be found within the RIAG governance.

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.	Xoserve have to develop a solution in Go Live to manage the event of a data issue which would affect the IDL. A meeting is scheduled with the iGT's next week to discuss a proposed way forward.	Xoserve		09 Jan 17 → 10 Feb 17 → 10 Mar 17 → 17 Mar 17	PNDG
A177	SSP iGT to assess potential for contingency alternatives agreed between all iGTs in the event that the IIL file is not delivered to iGTs via IX	Xoserve will provide the ILL file on 31 May 17. Other than the reports produced on the 25 May 17 there is no fallback available. iGT's have stated these reports are not adequate. As all alternatives have been considered PROPOSE TO CLOSE	SSP iGT and Xoserve		27 Feb 17	PNDG
A189	Xoserve and iGTs to work together to identify root causes and resolve inconsistencies between the iGT data recorded on the Xoserve database and the details for the same MPRNs held by shippers. This may involve requesting shippers to correct source data under the agreed iGT Ways of Working	Xoserve, Shippers and iGT's continue to work together to identify root cause issues and resolve and correct data anomalies. Priority has been to cleanse the high and medium transformation rules. Progress has been seen and this will be reflected within the February and March portfolios. Reconciliation and cleansing activities will continue over the coming weeks with progress being monitored and reported at DMG. PROPOSE TO CLOSE	Xoserve		28 Feb 17 → 24 Mar 17	DMG
A208	PwC to undertake assurance during exit of Market Trials Regression to ensure that shippers dummy data reflects as much as possible the data that would be used in real life. This is specific to iGT dummy data.	Question to be included as part of the MT Regression assurance activity to understand the extent to which dummy iGT data reflected real data.	PwC		28 Mar 17	RIAG

Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A225	Respond to Market Participant question: "iGT TC5 has 38 open defects due to non-industry data cleanse issues and is driving an Amber RAG for quality - how is this being addressed (e.g. via DMG action for data cleanse or new transition rules)?"	iGT TC6 has completed and successfully closed a number of Open defects. However 22 Open defects exist within the iGT space which are being actively fixed and readied for IDR2 testing. A number of these defects are currently in a state of fixed and verified by the business through "Show and Tell". This is on track to be completed before the need date (NED week) in IDR2. Superseded by A245. PROPOSE TO CLOSE.	Xoserve		09 Feb 17 → 06 Mar 17	PNDG
A226	Respond to Market Participant question: "In-Flights GT cycle underway with 29 open defects - it is unclear where this is in terms of Xoserve expectations/ how this has driven the amber RAG for performance and red RAG for quality, How many defects should be expected at this stage of testing? Do we have any kind of defect forecasting and tracking in place for in-flight delivery?"	In-flight testing has undergone successful collaboration between various work streams and has resulted in improved design and test solution for In Flights Data consequently reducing complexity within solution and reduction in number of open defects. Minimum defects exist (less than 5x across both data and functional). In Flight UAT testing adhering to plan, with confidence rising that solution will be fit-for-purpose come IDR2 entry. Expectation is that all 'high and medium' priority In-Flight test conditions will be executed prior to IDR2.	Xoserve		13 Mar 17	
A229	Agree an approach for obtaining the information required to verify that the system will be capable of processing the required number of meter reads post go-live.	Xoserve requested information from participants however have only received partial responses with some participants citing confidentiality concerns as the information is deemed commercially sensitive. A call was held with one of the participants on 20 Feb 17 where an alternative approach to obtaining the same information was defined. Xoserve and the participant concerned are investigating the viability of this approach with a view to communicating it more broadly once viability is confirmed. Superseded by A245. PROPOSE TO CLOSE.	Xoserve		28 Feb 17	TPG

Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A230	Confirm whether there is a need for an invoice run in April and the nature of such a run if it is required.	Fixes have been applied to invoicing. The final scheduled run in MTR will be in early March. Depending on the results of this it may be necessary to perform an additional run (for some participants) in April. This will be reviewed in March.	PwC		24 Mar 17	Xoserve Plan Management Meeting
A231	A consolidated fallout report is required at the following points: entry to IDR2, entry to IDR3, entry to cutover and at go-live.	A consolidated fallout report is required at the following points: entry to IDR2, entry to IDR3, entry to cutover and at go-live. The fallout report needs to include information on data defects, functional defects, non-functional defects (where participant impacting) and cutover fallout (last report only). This report needs to be market-wide but also there needs to be participant specific versions that identify the number of MPRNS etc that each participant will see in each fallout category (at least for those impacting a significant number of MPRNs).	Xoserve		06 Mar 17	RIAG
A232	Confirm whether there are other areas of their cutover where there is a volumetric concern (besides catch-up volumes). Where there are areas Xoserve are to obtain the required information from participants on their proposed approach in order to assess any impact.	Xoserve have noted that transition volumetric is based on standard behaviour as of the same period 2016. The likely load from the limited number of organisations cutting over early will be analysed as part of IDR2.	Xoserve		06 Mar 17	RIAG
A233	Confirm (to the best of their knowledge) that no other agreements (outside of those identified by R092) exist between themselves and participants the contents of which need to be shared more widely as they have impacts on either the cutover or go-live operations of other participants.	This is currently being explored by Xoserve.	Xoserve		06 Mar 17	

Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A236	Hold a working group between iGTs, Xoserve and a subset of shippers to identify a resolution to R092 (iGTs continue to send legacy file formats to Suppliers/Shippers across the NED period).	The working group will be scheduled for the week of 13 Mar 17 as iGTs are busy with the mini DMG scheduled for 8 Mar 17. PROPOSE TO CLOSE agreed with TPG	PwC		03-Mar-17 -> 17-Mar-17	
A237	Hold a special DMG meeting between shippers and iGTs to focus on identifying key iGT data inconsistency issues.	Meeting was held on 8 Mar 17. PROPOSE TO CLOSE	PwC		08 Mar 17	DMG
A238	Create a template to capture post go live volume requirements and share with Market Participants by 7 Mar 17. Market Participant to complete template and return information to Xoserve by 21 Mar 17.	Superseded by A245. PROPOSE TO CLOSE.	Xoserve Market Participants		21 Mar 17	PNDG
A239	Determine when the Post Go Live pillar will begin reporting in the PNDG pack.	Post Go Live plan and status slide presented by Xoserve (Darren Jackson) at RIAG on the 07 Mar 17 as an initial sharing of information. Recurring reporting start date to be determined. .	Xoserve		14 Mar 17	PNDG
A240	Xoserve are to explore the possibility for CMS training by iGT's.		Xoserve		07 Mar 17 -> 24 Mar-17	PNDG

Appendices

#	Title	Slide
1	Meeting Governance	30 - 31
2	Baringa CSA Programme Report	32 - 34
3	Hot Topic	35
4	Disclaimer	36
5		
6		
7		
8		
9		

Governance: Meetings

RIAG Meeting Focus

07 Mar 17	16 Mar 17	30 Mar 17	13 Apr 17	27 Apr 17
<ul style="list-style-type: none"> Next steps from previous RAID log refresh Post Go Live <p>Complete</p>	<ul style="list-style-type: none"> iGT readiness (on request of PNSG) Defect/Test post go live (post MTWG Defect Deep Dive) Issue Resolution Group ways of working 	<ul style="list-style-type: none"> IDR2 progress check in Risk log close out tracking towards Go Live Assumptions check in RAID log review 	<ul style="list-style-type: none"> Post Go Live check in Disengaged Market Participants and new market entrants framework Project Nexus in Wider Industry 	<ul style="list-style-type: none"> Assumptions check in Change overview board check in RAID log refresh to prepare for the next meeting agenda

PNDG Meeting Focus

28 Feb 17	14 Mar 17	28 Mar 17	11 Apr 17	25 Apr 17
<ul style="list-style-type: none"> Programme Update Workstream Update iGT IDL File Briefing <p>Complete</p>	<ul style="list-style-type: none"> Programme Update Workstream Update 	<ul style="list-style-type: none"> Programme Update Workstream Update 	<ul style="list-style-type: none"> Programme Update Workstream Update 	<ul style="list-style-type: none"> Programme Update Workstream Update

PNSG Meeting Focus

02 Mar 17	06 Mar 17 (WebEx)	09 Mar 17 (WebEx)	16 Mar 17 (WebEx)	22 Mar 17
<ul style="list-style-type: none"> IDR2 Entry Decision Go Live Governance MT Regression Contingency Checkpoint G2 status update <p>Complete</p>	<ul style="list-style-type: none"> Final IDR2 Entry Position IDR2 Entry Position <p>Complete</p>	<ul style="list-style-type: none"> First of the weekly calls to rehearsal for cutover IDR2 Progress <p>Complete</p>	<ul style="list-style-type: none"> Second of the weekly calls to rehearsals for cutover Governance Updates IDR2 Progress 	<ul style="list-style-type: none"> MTR Exit Decision MT Regression Report Assumptions Hot Topic

PNSF Meeting Focus

early May (TBC)
<ul style="list-style-type: none"> Programme Update Outcome of IDR2 and IDR3 GONG Assessments Go Live Preparations

Governance: Meetings

MTWG

09 Mar 17	22 Mar 17	tbc	tbc	tbc
<ul style="list-style-type: none"> MTR Progress Workarounds Defect position <p>Complete</p>	<ul style="list-style-type: none"> MTR Progress 	<ul style="list-style-type: none"> MTR Progress 	<ul style="list-style-type: none"> MTR Progress 	<ul style="list-style-type: none"> MTR Progress

DMG

23 Mar 17	Interim DMG	20 Apr 17	18 May 17	28 Jun 17
<ul style="list-style-type: none"> iGT Data In iGT IDR2 Fallout Data Update (X0) <p>Complete</p>	<ul style="list-style-type: none"> Resolution of iGT data incorporation <p>Complete</p>	<ul style="list-style-type: none"> iGT Data Fallout GONG 3 (Data) Data Update (X0) Mitigations Post-live role of DMG 	<ul style="list-style-type: none"> GONG 4 (Data) Mitigations Post-live comms 	<ul style="list-style-type: none"> Exception Handling Post-live role of DMG

TPG

21 Feb 17	07 Mar 17	21 Mar 17	04 Apr 17	18 Apr 17
<ul style="list-style-type: none"> Catch Up Batch Baseline Industry 23 Day Plan DMG 23 Day Plan Contingency Planning Update <p>Complete</p>	<ul style="list-style-type: none"> IDR0 Closure Document Review Monitoring Dashboard Review Industry 23 Day Plan Baseline <p>Complete</p>	<ul style="list-style-type: none"> Contingency Playbook Review IDR2 Update Monitoring Dashboard Review Hypercure Approach Review 	<ul style="list-style-type: none"> IDR2 Summary Hypercure Approach Baseline 	<ul style="list-style-type: none"> IDR3 Update Post-live role of TPG

CSA Programme Board Report

UK Link Programme

Xoserve
March 2017 v1.0



Executive Summary

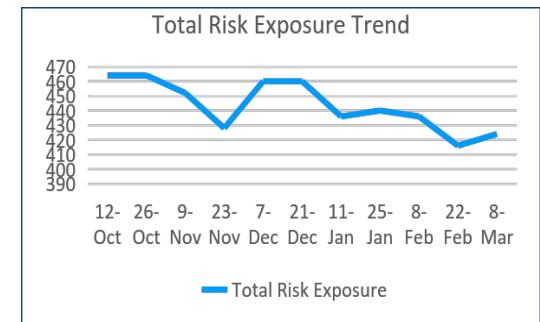
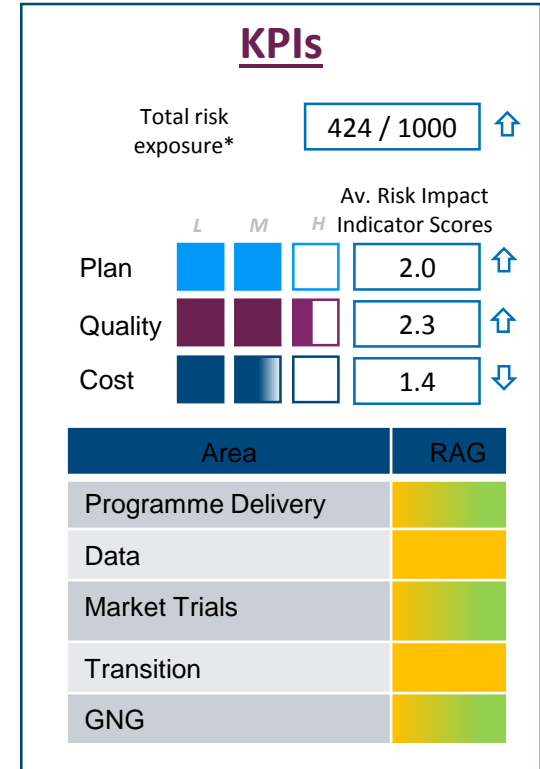
The Programme status is held at **Green/Amber** for this period with entry into IDR2 a major milestone achievement. Despite this, the overall risk score has marginally increased, driven by the delivery status for inflights and defect rates for iGT and US data. Risk is now being carried downstream within the plan as these items had previously been planned to close out ahead of IDR2.

KEY RISK AREAS

- ▶ **Programme Delivery** – Fluctuations in resource requirements for IDR2 adversely impacting other areas of the programme
- ▶ **Data** – Data defects for iGTs and Unique Sites are being carried beyond IDR2
- ▶ **Market Trials** – FTE impacts to support workarounds remain unquantified without which there is a risk to Day 1 supportability
- ▶ **Transition** – In-flights testing for high priority scenarios has slipped and therefore is at risk of not concluding ahead of IDR2 need dates

KEY MITIGATION ACTIONS

- ▶ Ensure the programme resource management processes can effectively cope with changing IDR2 resource requirements and mitigate cross work stream impacts
- ▶ Broaden the stringency of data defect RCA, profiling and prioritisation, ensuring fix efforts are focused on high impact defects and regression issues are avoided
- ▶ Appoint a Workaround Manager to oversee the end to end delivery cycle for all workarounds inc. initial assessments of workaround appropriateness and aggregated FTE impacts
- ▶ Commission a further inflights test cycle to address residual scenarios not fully tested ahead of IDR2



Read

Plan Impact Points



KEY



Increasing Risk Trend

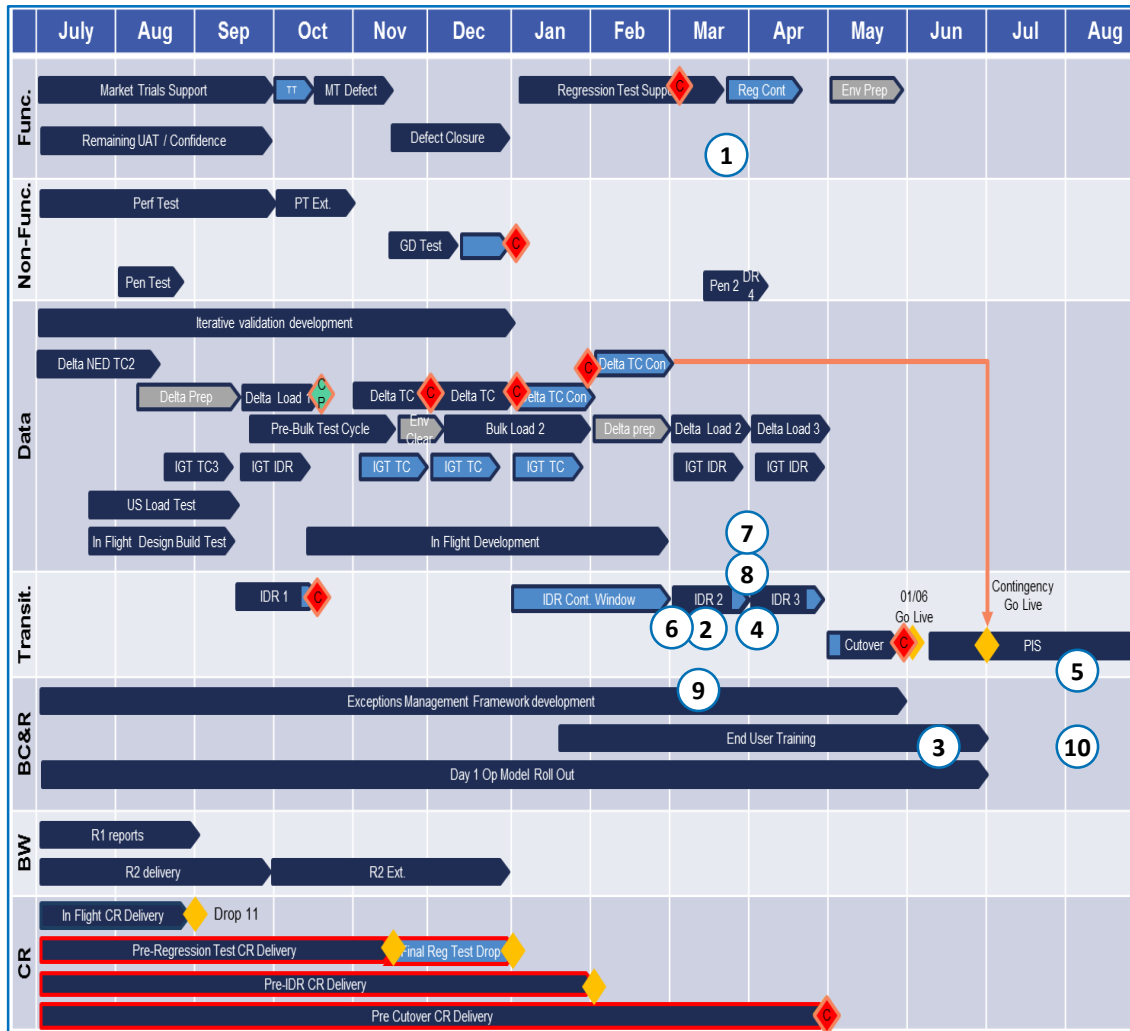


Decreasing Risk Trend

Risk impact points have been overlaid onto the high level programme POAP

Risks are identified on a 'by exception' basis and whilst contributory, do not directly drive the workstream RAG statuses provided

Risk RAG statuses are relative and designed to articulate the potential impact on Programme critical path.



ID	Risk Description
#01	Late identified functional change – there is a risk that ‘must have’ functional changes (defects or CRs) may be identified during MT regression
#02	Resource assignment & levelling processes (Xoserve and 3 rd party) need to support a shift in programme focus towards implementation activities, while continuing to support critical path delivery milestones (e.g. subsequent IDRs and Cutover in parallel with MTR)
#03	Manual workarounds and related BC&R impacts – there is a risk that the volume of workarounds related to deferred changes and defects expands to an unsupportable level and increases scope for BC&R
#04	Overall non functional test close out - at risk given a number of NFRs have been identified as conceivably not being fully met for Go-Live (as per requirements coverage assessment)
#05	Day 1 Reporting – Operational reporting requirements need finalising to ensure essential MI is available and consistently reported across all areas
#06	IDR Data Readiness – Remaining high priority Delta defects need urgent resolution ahead of IDR2
#07	iGT and US migration solutions – Defect rates remain high for both data sources and include both DM and DQ defects
#08	Data validation – clear prioritisation required for the manual and auto validation teams to ensure critical path activities are met. Further AV refinements needed to ensure coverage across full data set
#09	In-flights – delays have been encountered in the inflights testing plan placing the priority scenarios at risk ahead of the IDR2 need date
#10	Day 1 Exceptions Handling – There is a risk that Xoserve is underprepared to handle ‘Day 1’ exceptions, leading to SLA breaches

Hot Topic

Fallout Report

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