

# 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

<b>Meeting Name:</b>	<b>Project Nexus Delivery Group</b>
<b>Meeting Date:</b>	28/07/2016
<b>Meeting Time:</b>	11:00am - 13:00pm
<b>Meeting Format/Location:</b>	Xoserve, WebEx
<b>Chaired by:</b>	Jon Dixon (Ofgem) & Melisa Findlay (PwC)
<b>Minutes recorded by:</b>	PwC

## 1.3. Meeting Attendees

Company	Representatives	Company	Representatives
British Gas Trading Limited	Richard Jones	Opus Energy	Sam Heaton
Brookfield Utilities	Jenny Rawlinson	PwC	Brett McGowan Lesley Potts Marian Isola Melisa Findlay Phil Russ Richard Shilton
Co-Operative Energy Limited	Rosemary Springall		
Corona Energy	Alison Salisbury		
DONG Energy Sales (UK) Ltd	Biju Varkey		
EDF Energy	Abigail Nduva		
ENGIE	Hamid Aghassi	Scottish Power Energy Management Limited	Paul Carmen
E.ON Energy	Carl Knight	SSE	Mark Carlin
ES Pipelines	Katy Binch	SGN	Sara Neal
Extra Energy	Mark Oldbury	Spark Gas Shipping Ltd	Endre Merai
First Utility Limited	Sam Lattimer Hamish Mitchell	The Renewable Energy Company Limited	Jodie Humphries
Flow Energy Ltd Gazprom Marketing & Trading Retail Limited	Robert Cameron-Higgs	Total Gas & Power Ltd	Carol Moyse
	Alison Neild	Utilita	Simon Bevis
Northern Gas Networks	James Marrington	Utiligroup	Julie King
Npower	Mike Fensome	Xoserve	Sandra Simpson
Ofgem	Jon Dixon	TBD	James Weart

## 1.4. Meeting Agenda

1. Opening of PNDG meeting
2. Approval of PNDG minutes
3. Review of the Current PNDG Report
4. Hot Topics:
  - a. Re-planning update
  - b. Market Trials Task Force update
5. AOB

## 1.5. Meeting Minutes

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### Item1: Opening of PNDG meeting

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1. Jon Dixon (Ofgem) opened the meeting thanking participants for their attendance and flexibility to support the amended time to allow for feedback from the market trials problem solving session conducted 26 Jul 16.
2. Jon Dixon acknowledged the continued discomfort expressed by all parties over establishing a firm commitment to a 01 Apr 17 go-live date. Discomfort is driven by two factors: progress in market trials; and deliverability of Xoserve's critical path data workstream.
3. The PNSG will be asked to adopt the plan for reporting purposes while efforts continue during August to build plan confidence
4. The current PNDG report is predicated against the 01 Oct 16 implementation date and as such continues to reflect a red RAG status and will remain so until the PNSG makes a decision on 01 Aug 16 for a new reporting baseline.

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### Item2: Approval of PNDG minutes

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5. Jon Dixon stated that, two attendees have commented on previous minutes, amending action commentary, due dates, and a document included within AOB. Having received no further comment or objections, the meeting minutes from 12 Jul 16 PNDG were taken as approved. These will be posted on the Ofgem website: <https://www.ofgem.gov.uk/gas/retail-market/market-review-and-reform/project-nexus>

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### Item3: Review of the Current PNDG Report

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#### **PNDG Report covering the period 08 Jul 16 – 22 Jul 16**

6. Melisa Findlay (PwC) presented the programme dashboard (slide 3) highlighting that the RAG status remains the same across all pillars as presented over the last three PNDG reports.
  - The number of risk and issues included in this programme report has reduced as actions have been completed and have led to lower rating meaning the issue/risk no longer make the threshold for programme reporting or, are now closed. Note: Where an issue/risk is not closed but is no longer on the PNDG report, it will still be monitored through the RAID Log by the RAID Manager.
7. Melisa Findlay advised the commentary slide (Slide 4) would not be reviewed, instead allowing for more coverage in the subsequent detailed slides.
8. Melisa Findlay spoke about the programme plan (Slide 5) highlighting that this plan is predicated on the 01 Oct 16 go-live date and will be updated once the new plan is agreed with the PNSG. The following items were noted:

- Milestone 4.2 - US UAT, has now completed.
  - Market Trials milestones have moved right to the 31 Aug 16, as agreed at the last PNDG.
  - Regression testing is now on hold pending a new plan.
  - With the exception of milestone D2.2 – BW Load, which has now completed, all Data Milestones are now on hold pending a new plan.
9. Marian Isola (PwC) presented the Programme Risk and Issues (Slides 6 - 8), all updates will be applied directly to the RAID log. The following key points have been outlined below:
- IO16 – Key actions have been established with ongoing analysis underway. No change to the rating.
  - IO14 – The likelihood of this risk materialising has reduced and this will now be removed from this report. Xoserve have an impact assessment underway.
  - RO48 – Based upon the limited Market Participant responses the assumption has been made that this has little impact. This has resulted in a reduced rating of likelihood to low. Therefore this item will be removed.
10. Sandra Simpson (Xoserve) explained the Project Delivery Progress (Slides 9 and 10) and the following was noted:
- Re-planning has commenced but delivery continues where possible.
  - US invoice testing is completing and is on track for reconciliation in August.
  - Stress testing scenario 1 has completed but overall stress testing is now 12 days behind schedule, this falls within the contingency within the plan.
  - Defect numbers continue to reduce, a trend which appears sustained.
  - A deployment plan, including when defect resolution is planned and deployment is targeted is to be walked through 29 Jul 16 prior to defect prioritisation call and thereafter will be published weekly.
11. Richard Shilton (PwC) spoke through the slides on Market Trials (Slide 11 to 17) providing an update, supported by Sandra Simpson (Xoserve).
- Progress continues in line with the previous average of 54% complete and demonstrates a 2.7% per week continuing trend.
  - Open defect numbers have decreased which indicates a positive trend and if continues will be good news, based on improved defect management.
  - 13 of 21 prioritised defects were fixed within 3 days of the defect prioritisation meeting and retain a high rate of closure, an average of 15 a day.
  - 40 – 45% of defects raised were invalid.
  - The defect burn down chart is to be recalibrated as part of the revised plan. It is also intended to add information from the deployment plan to increase its value.
  - The queries slide has been introduced. This denotes 1650 Queries raised, 1500 closed, 83% of which were closed within SLA, 59% within first 2 days. Additional focus over the last week has reduced the remaining 106 outside SLA down to 52 open which are targeted to be resolved by next Friday.
12. Sandra Simpson (Xoserve), spoke through the slides on Data Migration (Slide 18) providing an update.
- Milestone plan 01 Oct 16 are on hold and Xoserve are continuing on new data plan based on 01 Apr 16.
  - Introduced additional Delta test cycle which will provide key metrics to determine if contingency test cycles are required.

Question from PNDG Attendee:

Response:

1. In terms of validating the first bulk load, is this now complete?	This is in progress and due to complete next week.
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13. Philip Russ (PwC) spoke through the slides on Transition Progress (Slide 19).

- New go-live date will determine future transition plan which can then be re-issued.
- Transition preparation document containing all agreed products is due to be updated and sent to TPG, this has been delayed until a query is resolved.
- Once dates are agreed then new milestones will be established.

14. Melisa Findlay spoke to the GONG (Slide 20) to state that this will be updated when a new plan is complete and exit criteria has been defined.

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**Item4: Hot Topic: Re-Planning Update & Market Trials Task Force Update**

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15. Melisa Findlay then provided an update on the Market Trials Task Force highlighting that it was established to identify the root cause of delays across market trials, 20+ participants were canvassed to understand blockers (Xoserve defects, partnering coordination, internal defects, resource constrains and some process issues).

- Recommendations were extensive and were combined with other initiatives to avoid duplication. This included MTWG discussion, defect prioritisation and data analysis, portal submissions, Baringa conversations, and recommendations from the PNSG / PNDG actions.
- These were refined into a top 19 list of actions during the Market Trials Problem Solving day.
- Participants were thanked for their support and involvement.

16. Lesley Potts (PwC) then provided an overview of Industry Implementation Planning (draft presentation) to be submitted to the 01 Aug 16 PNSG. The slides include detail on:

- An outline of activities undertaken to date to develop the plan.
- Market Participants have a significant lack of confidence in MT closure / exit date. Therefore there is a drive to accelerate MT to build confidence in planning achievability.
- Inclusion of second bulk load which will minimise delta data loads risk, which has added an additional 8 weeks and removed Feb 2016 as a possible go live date.
- Assurance activities to ensure the emerging plan is achievable. Building / confirming detail, progression to be closely monitored through various forums. Checkpoint will be taken towards the end of Aug to determine whether to continue with current plan or enact contingency planning.
- A number of tactical actions identified from the 26 Jul 16 Market Trials Problem Solving session.
- POAP for 01 Apr 17 to track Level 1 and Level 2 milestones.
- Approval is now sought from the PNDG representatives for this plan to be presented to the PNSG for consideration.

17. PNDG Participants expressed a number of points of clarification and concerns with the proposed plan and next steps. These are outlined in the questions below.

- All agreed the proposed plan will not be considered successful if it is immediately RAG red.
- The current reporting can-not continue as 1 Oct 16 is not what will take place.
- 01 Apr 16 is being proposed to support new reporting with further confidence activities planned throughout August to inform a go live date (01 Apr 16 or otherwise).
- On the whole Market Participants were accepting of this being presented with the following caveats:
  - Messaging should be stronger to indicate the lack confidence by Market Participants in a achieving a Market Trials completion date.
  - Dates should be highlighted as being optimistic and should include a realistic view of when dates may be achieved.

Question from PNDG Attendee:	Response:
2. Is the input provided for the previously held planning sessions, (specifically the list of MT blocker / issues collated) available to be shared?	The materials that were inputs to the Market Participant Planning session and Market Trials Problem Solving session have been distributed to the participants on the day / subsequently by email.
3. Is the portal submission still to be reflected against the end of Aug?	Yes, communication has gone out to support this but we have added an additional question to define when Market Participants believe they will complete.
4. Are we going to include dependencies within the plan?	Alongside this plan we have a Milestone log providing a description, level and delivery criteria, assumptions log which are also to be shared with the PNSG. A dependencies log is being built out at high-level of plan.
5. What is the PwC view level of confidence in plan and what is the RAG status if we adopt this plan?	<p>If viewed as is, then MT would be Red. The actions agreed in the Market Trials Problem Solving session are to alleviate to Amber as confidence increase. This is why we have increased the number of check points.</p> <p>There is no alternative date that would afford a Green RAG status to be applied. There needs to be an improvement in performance and the outcome of the agreed actions reviewed to inform a new date. Until then the date has a high level of uncertainty.</p>
6. What is planned as contingency plan for MT which were mentioned?	This came out of the Market Trials Problem Solving session to see if we can approach things differently and ensure success. This incorporated suggestions like applying more structure and action focussed tiger teams. A small group will be pulled together to develop the contingency plan over Aug.
7. When are we planning to go firm on dates?	Jon Dixon advised Scenario C dates were not necessarily agreed with but a decision was made. We continue to plan 01 Apr 17 but if it has to move then that will occur through informed decision making.

## 1.6. Decision Log

Decision #	Pillar/ Milestone	Decision	Decision Owner	Status	Target Date
D005	Programme	Set the new planning assumption for go-live of Project Nexus is set at 1 April 2017. This is the earliest implementation date for the project. Use the new planning assumption and accompanying draft industry plan for the	PNSG	PNDG recommend revised interim plan.	28/07/2016

		purposes of reporting from now onwards modifying the plan through the PNSG as more information becomes available.			
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### 1.7. Actions arising from 28 Jul 16 meeting

- No new actions were noted.

### 1.8. Actions arising from previous meetings

Action #	Pillar/ Milestone	Action	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.	TPG	Open	31 May 16	16 Sep 16
A045	Transition	Develop an industry wide transition governance framework that incorporates the GONG criteria.	TPG	Open	31 May 16	30 Aug 16
A046	Market Trials	Follow up with market participants identified as behind schedule with market trials testing to identify required remediation activities.	PwC	Closed	31 May 16	31 Jul 16
A054	PMO	PwC to investigate with Xoserve to define programme level appropriate milestones for releases.	PwC	Open	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. Note: This action will be closed with the confirmation there are milestones for each of the iDRs in the new Plan on a Page to	Xoserve	Open	14 Jun 16	16 Sep 16

Action #	Pillar/ Milestone	Action	Action Owner	Status	Date Raised	Due Date
		trigger these updates at PNDG.				
A068	Market Trials	Escalate to their PNSF attendee those participants who have not submitted portal submissions.	PwC	Closed	14 Jun 16	31 Jul 16
A074	Market Trials	PwC will assess key industry processes coverage as part of their assurance report for market trials level 3/4 exit.	PwC	Closed	14 Jun 16	31 Jul 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	Open	29 Jun 16	29 Jul 16
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).	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	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.	Xoserve	Overdue	29 Jun 16	21 Jul 16
A093	PMO	Organise a risk workshop to update likelihood and impact scoring for each risk to reflect the new industry plan.	PwC	Open	04 Jul 16	18 Aug 16
A095	Market Trials	Identify participants who could lead learning sessions on	Xoserve	Overdue	04 Jul 16	12 Jul 16

Action #	Pillar/ Milestone	Action	Action Owner	Status	Date Raised	Due Date
		functionality in order to reduce the rate of invalid defects. Provide a list to PwC and Ofgem.				
A096	Market Trials	Organise learning sessions between market participants to allow learnings to be shared. (Dependent on action A095)	PwC	Overdue	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	PwC	Open	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.	PwC	Open	12 Jul 16	09 Aug 16

Question from PNDG Attendee:	Response:
8. A085 – Update on P1 incident, looked like it was performance related is this getting fed into testing?	Yes, from an integration point of view rather than in isolation. RCA P1 (AML / Data) is due 29 Jul 16. Believed to be human error in manual process, automated solution being tested with one Market Participant. Likely to delay RCA until testing completed. 03 Aug 16.

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**Item5: AOB**

18. Melisa Findlay (PwC) drew the meeting to a close by thanking those involved in the creation of slides for the PNSG and reminded attendees that the next meeting is 09 Aug 16.