

Project Nexus Delivery Group [PNDG] Status Report

05 October 2016

Covering the period: 16 Sep 16 – 29 Sep 16

ofgem

Agenda

#	Title	Slide
1	Agenda and Approval of PNDG minutes	2
2	Programme Status Report	3
3	Work stream Updates	4 - 35
4	Managed Market Trials Phase	44 - 45
5	GONG Governance and Approach	46 - 55
6	Risk & Issues Advisory Group	56 - 65
7	Code Stability	66 - 69

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 @ 27 Sep 16

Sponsor: Jon Dixon

PMO: Melisa Findlay

End Date: 01 Jun 17

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

Programme Status: 

Programme Trend: Baseline Plan

Since: 27 Sep 16

 Poses significant risk to go-live – Immediate mitigation require
 Go-live at risk – manageable with mitigation
 On Track
 Complete
 N/A or No information
 Increase in severity since previous report
 No Change in Status
 Decrease in severity since previous 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.

Overall RAG Commentary:

Against a new baseline plan of 01 Jun 17, the programme is assessed as an Amber / Green rating. This is reflective of the increased confidence levels across the industry and in the viability of a plan which reduces parallelism and caters for additional periods of contingency. Two participants have successfully completed Market Trials execution (MT2.1) with a further 8 projecting to do so by the 30 Sep 16. Selected participants who are incomplete will now enter a managed Market Trials phase in order to close out outstanding testing activities. There will be limited support available from Xoserve during this period. The Data workstream has also reduced its RAG status to Amber / Green to reflect the reduced risk generated by IDR1 commencing and early successes during week 1. This activity is currently experiencing C. a two day delay due to issues encountered with the receipt of Delta files from the Legacy system.

Activities since last PNDG:

- V1.0 of plan and support documents were issued.
- Constituency workshops to review the V0.4 plan were conducted, leading to adoption of V1.0 by end of Sep.
- Managed MT established, regression testing approach approved by MTWG.

Upcoming activities:

- Managed MT progression.
- Undertake RAG rating of all Milestones.
- Xoserve's IDR1.
- First RIAG to be held 6/7 Oct.

Remediation Action:

Solution Delivery: The Amber/Green status is driven by the prioritisation of defect fixing to support the exit of Market Trials execution. TC3 remains on track to complete for the 30 Oct 16.

Market Trials: The Amber/Green status is driven by the expected lack of completion of MT by 30 Sep 16 by a number of participants. The PMO and Xoserve have defined a Managed MT period. During this period selected participants will be managed through completion of MT. Plans for this period are being developed and once confirmed with participants and Xoserve should allow a return to GREEN status.

Data: The Amber/Green status is driven largely by defects in the Delta Data load. Xoserve prioritising the data defects that are most impactful to IDR1 to allow IDR1 to proceed in a useful manner. Xoserve are also undertaking a RCA on the Delta defects to support rapid and complete resolution.

Solution Delivery Status Report

Project Nexus: As @ 27 Sep 16
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: Baseline Plan

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:
 Against a 01 June 17 go-live, Solution Delivery is assessed as Amber/Green:

- Prioritised MT defect deployment over commencement of stress TC 3.
- Stress Testing execution is in progress and still targeted to complete within the 30th October delivery timeline.
- PT is planned to complete 23 Oct 16, one week ahead of 30 Oct 16 due date however, milestone (PN 2.0) is marked as amber / green to reflect the proximity to 09 Jan 17 regression testing and the impact of defects.

Achievements since last PNDG:

- Stress TC 2 execution complete and target performance achieved, defects identified will be retested in TC 3 and this may impact TC 3 timescales.
- TC 3 preparation is underway (scenario 1 to commence 27 Sep 16).
- Delays due to defect identification and resolution, and environment outage mean PT planned completion date has been reprioritized to 23 Oct 16, no impact.
- The AMR device changes (176, 182) will not be deployed in MT due to data dependencies. Intent for these to be in place for Regression testing.
- Release plan for code stability related changes is at risk [R058] if resources are required to support MT after 30 Sep 16.

Remediation Action:

- Fix plan for Stress Test defects to be escalated and remain key focus for the Stress Test team in TC 3.
- MS PN 2.0: work is ongoing to increase the efficiency of testing to provide better data quality and to bring delivery of this milestone forward.

Upcoming activities:

- Progress fixes from TC 1 and 2 in order to execute TC 3.
- Start TC 3 (Stress Test) scheduled for 27 Sep 16 (retesting fixes and issues).
- PT end date 23 Oct 16.
- Impact assessment on MT managed activities in October against ability to start delivery of change requests required for code stability.

Test Cycle Statistics:

Scenarios	1	2	3	4	5
TC 1	Complete				
TC 2	Complete				
TC 3	29 Sep 16 (Start) – 23 Oct 16 (End)				

Solution Delivery Plan

Today

Month	2016												2017																			
	Sep			Oct			Nov			Dec			Jan			Feb			Mar			Apr			May			Jun			Jul	

05 12 19 26 03 10 17 24 31 07 14 21 28 05 12 19 26 02 09 16 23 30 06 13 20 27 06 13 20 27 03 10 17 24 01 08 15 22 29 05 12 19 26 03 10 17 24

Activity

Solution Delivery

Functionality

Remaining SAP delivery

PN2.5 R12 Pre-Regression Test Release – SIT Complete



PN2.0 R12 Pre-MT Regression Test Release



BW Reports R2

PN2.4 BW Reports Release 2



Performance Testing

Performance Testing

Performance Test Contingency

PN1.0 Performance Testing Complete

Gas Day Testing Contingency

PN3.0 Gas Day Testing Complete

Future releases

Principles and Approach for Releases

SO2.1 Near Term Release Principles



SO2.2 Near Term Release Approach and Schedule

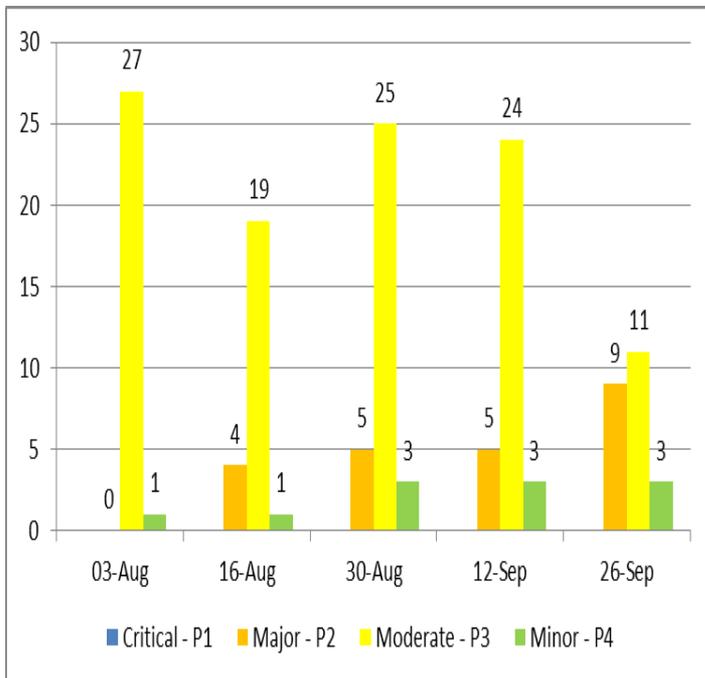


Milestone RAG Key:

- ▲ Industry Milestone
- ▬ Industry Activity
- ▬ Contingency
- ▲ Complete
- ▲ On Track
- ▲ Risk to individual milestone(s)
- ▲ Risk to go-live
- ▲ On Hold
- Slip/expected delay of milestone

Solution Delivery - Dashboard

Open Xoserve UAT Defect Status



Graph Commentary:

- Focus of the fix teams has been on MT blocker and MT raised defects.
- Secondary focus has been to close down UAT and aged defects.
- A number of new defects have been identified in Unique Sites TC 3 – this is testing with actual data, rather than testing new functionality.

Project Delivery Commentary:

- **Performance testing:**
 - Stress TC 2 execution complete.
 - Defect fix and retest plan being progressed.
 - TC 3 planning in progress (this includes, re-run TC 1 with fixes and tuning and a full stress load).
 - The end date is now projected for 23 Oct 16. Any delay impacts the start of Gas Day Testing but no further knock on impact.
- **Functional:**
 - Thirteen test cases remain in E2E UAT but they are impeded by data availability and business cycles.
 - The Data issues encountered slowed progress; UAT MPRN data was not in-line with MTs stopping test cases being executed. Data refresh activities are now complete to facilitate the testing.
 - The revised completion date for E2E UAT is 24 Oct 16 at no impact.
- **Functional Changes:**
 - The Class 1, 2, 3 and 4 AMR device reading changes (CR 176/CR 182, Change Pack 1582.2/ 1578.3) will not be deployed into Market Trials or the defect fix period. Planning is in progress to include them in the regression period.
 - CR 176 - impacts the 2 DMSPs, shippers have been receiving outputs with estimated reads rather than actual reads to enable the functionality to be proven.
 - CR 182 - in the Regression test environment there are only 6 sites with AMR devices, there will be no new load of data so shippers would need to create new sites with AMR devices in order to test. Options to deploy this change ready for regression testing are in progress.

Market Trials Status Report

Project Nexus: As @ 27 Sep 16
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: Baseline Plan

Since: 23 Sep 16

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:
 This Workstream is rated as Amber/Green against the 01 June 17 until analysis of the Managed MT phase scope and support requirements is complete. At the 'MT execution completion' milestone 10 organisations indicated they will have completed testing. 20 participants have submitted remedial testing plans outlining the remaining testing required to complete MT. These plans are being reviewed to finalise an agreed baseline for the managed MT phase and determine Xoserve support requirements. This plan will be managed by the PMO from 03 Oct 16.

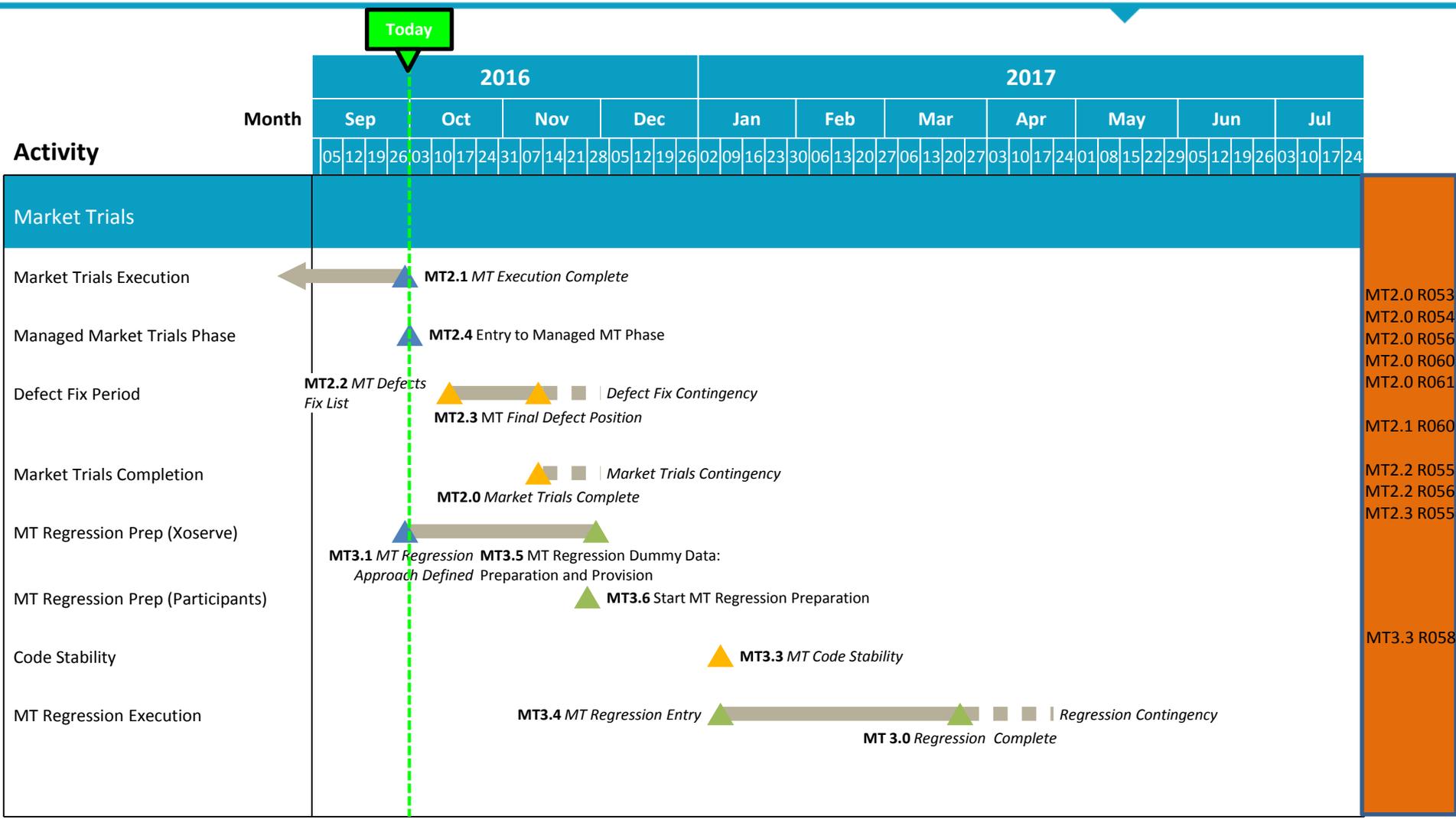
- Achievements since last PNDG:**
- Approach to the managed MT phase was presented at the PNDG on 20 Sept 16 to agree baseline test plans with participants. 31 Market Participants made submissions to the Nexus Portal on 23 Sep 16.
 - Market Participants were asked to provide their plans for the Managed MT phase and, as of 27 Sep 16, responses were received from 20.
 - Managed MT phase mobilised with kick off calls scheduled
 - Meeting with Xoserve to discuss support impact of Managed MT scope.

- Remediation Action:**
- Proposed test plans received from 20 organisations to build overall managed test phase scope definition to be reviewed and agreed with each organisation during w/c 26 Sept 16.
 - The overall test scope definition is to be reviewed with Xoserve this week to confirm their ability to support.
 - From 03 Oct 16, PwC will commence close monitoring of test execution with each organisation.

- Upcoming activities:**
- PwC will monitor progress against agreed Managed MT test plans with individual participants from 03 Oct 16.
 - Weekly defect prioritisation call will switch focus to monitoring progress against defect resolution.
 - Regular progress updates will be provided against the agreed Managed MT test plans.
 - Concentration on defect fixes over the next two weeks.

- MTWG Key Messages:**
- MT Regression Approach is approved by MTWG.
 - The process to identify workarounds for defects during the defect fix and re-test window has been agreed and will operate as part of the weekly defect calls.
 - A communication will be sent out by PwC by 30 Sep 16 to outline Managed MT phase approach.
 - Risk raised around the potential impact of planned CR's on code stability for MT regression. Further analysis required.

Market Trials Plan



MT2.0 R053
MT2.0 R054
MT2.0 R056
MT2.0 R060
MT2.0 R061

MT2.1 R060
MT2.2 R055
MT2.2 R056
MT2.3 R055

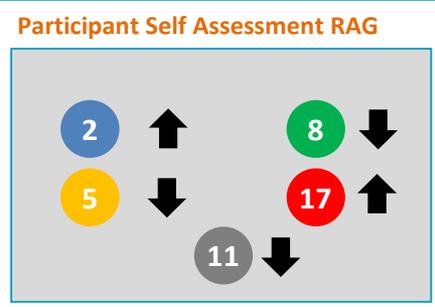
MT3.3 R058

Milestone RAG Key:

- ▲ Industry Milestone
- ▬ Industry Activity
- ▬▬▬ Contingency
- ▲ Complete
- ▲ On Track
- ▲ Risk to individual milestone(s)
- ▲ Risk to go-live
- ▲ On Hold
- ← Slip/expected delay of milestone

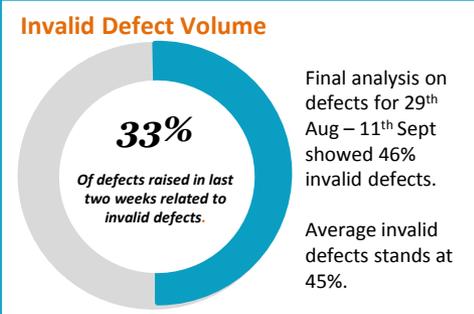
Market Trials Dashboard

Based upon the Project Nexus PwC portal Submission: As @ 23 Sep 2016



Xoserve Defect and Query Volumes

Category	Current Open	Open Last Period
Defects	71	69
Queries	37	46
Internal Defects	79	84



Defect Prioritisation

Category	Last Week
# of Submissions	14
Priority Defects Resolved	9

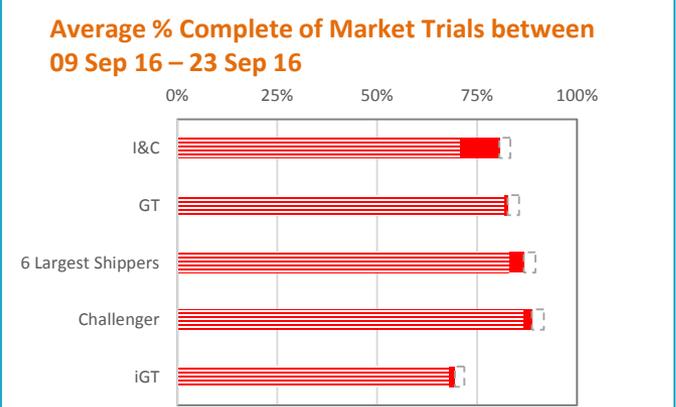
n	Participants unlikely to meet MT exit	■	Run rate is progressing On Track
n	Off track, remediation required to hit MT exit	■	Significantly below the required run rate
n	Participants on track with test schedule	■	Progress at portal Submission
n	Participants completed test schedule	■	Behind required run rate
n	Participants that did not supply information		Projected completion based on Avg required

Key residual defects / issues for managed remedial testing

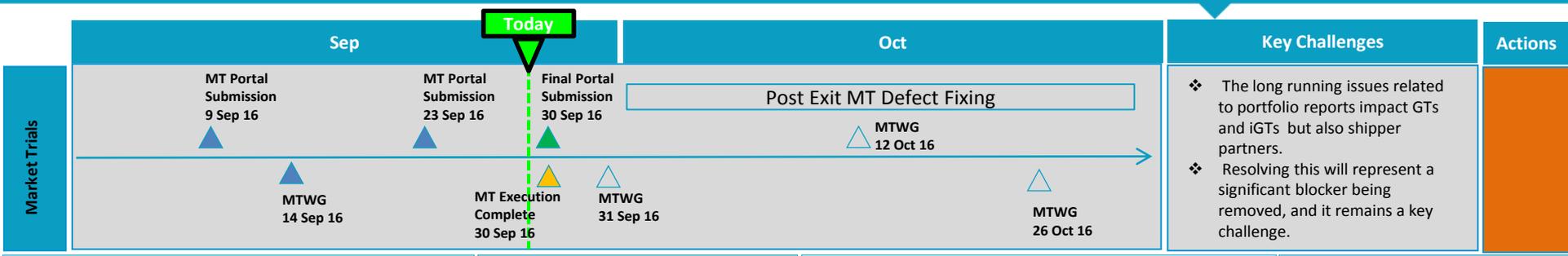
- **Annual AQ** – Delivery of the NRL file to participants on the 23 Sep 16, as planned, resulted in limited time available to validate or resolve associated defects.
 - **Portfolio reports** were delivered in the last reporting window but there are still some open defects associated with these.
 - **iGT RGMA file format baselines** – the agreed changes are being implemented by iGTs but still need to be tested with Shipper partners.
 - **Invoice Thick Files** (includes capacity, commodity and reconciliation invoices) delivery for August and September still outstanding.
 - **DUC and ERR/FRJ** – development and testing of changes to participant systems will feature in managed testing during October.
- Any outstanding open defects, impacting Market Participants, will be captured within the 30 Sep 16 prioritisation report and aim for these to be considered for the Oct defect fix.

MT Progress Outlook

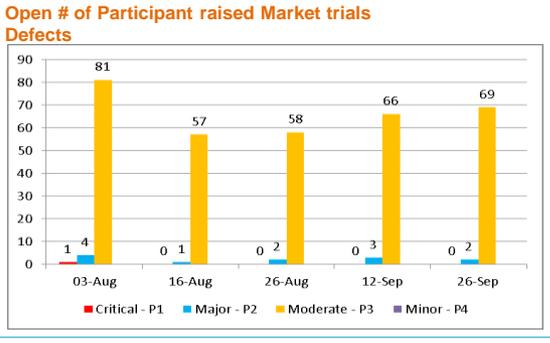
- 2 participants have reported 100% completion of all Market Trials testing. An additional 8 have indicated they will be complete by 30 Sept 16.
- 17 (up from 5) Market Participants have elected to opt for a Red RAG status, reflecting that by the 30 Sep 16, they will not obtain a 100% completion of Market Trials testing. The common root causes are shown on the left.
- Xoserve are conducting an assessment of the support required to aide participants in closing out test activities, whilst PwC validate expected completion dates. Baselined plans should be agreed by 30 Sept 16.
- Once baselined PwC will actively manage test execution against the agreed test plans.
- The slowest progression has been reported by GT's / IGT's as they continue to contend with issues around portfolio reports and the additional work required by IGT's to implement agreed changes to file formats.



MT Defects Dashboard

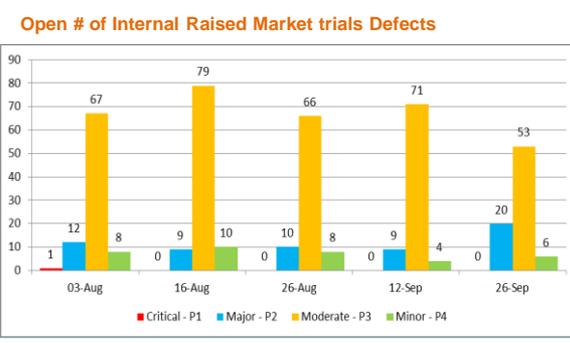


Key Challenges	Actions
<ul style="list-style-type: none"> The long running issues related to portfolio reports impact GTs and iGTs but also shipper partners. Resolving this will represent a significant blocker being removed, and it remains a key challenge. 	



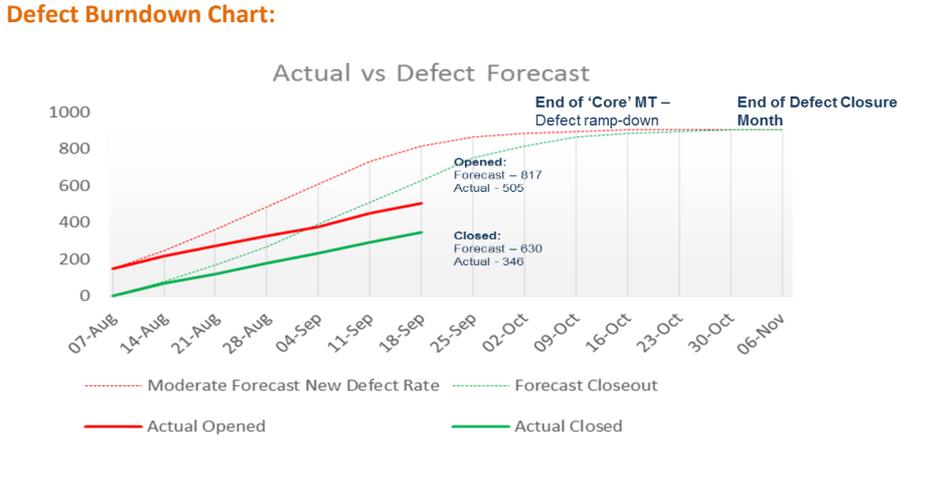
Participant Raised Graph Commentary:

- Increase in external defects raised thought to be due to return from August holidays.
- Defect fix team focused on closing out Top 20s.
- Close down of High Priority defects slowed down due to Data Refresh activities hampering TR movements for testing prior to rollout, as well as promoting to MT.



Internal Raised Graph Commentary:

- Overall drop in the number of open defects.
- Note that these include defects which may not be Market Trial impacting.
- These figures are included in the burn down chart.
- There may be some overlap between internal and externally raised defects.



Actuals vs Defect Forecast Commentary:

- General decline in the number of net open defects with a slight increase in the last week
- Both new defects raised and defects closed out trending well below forecast rates – this has partially been down to lower than expected testing/new defect rates in MT.
- Burn down assumes a relatively conservative (with built in contingency) forecast for future defects constructed based on:
 - Historical trend analysis and past MT defect rates.
 - PwC MT progress report and an assumed close of 'Core MT' by the end of September with a month of defect fixes in October.
 - Minimal remaining internal UAT estimates.
- The closure rate is also based on historical trend analysis, fix and Xoserve re-test team capacity, the deployment tracker and historic average closure times.
- The forecast includes functional defects (and estimates from phases that may generate such defects), but not Performance Test defects that do not require a code change or Data Migration related new defects as these typically follow a different fix and closure process.

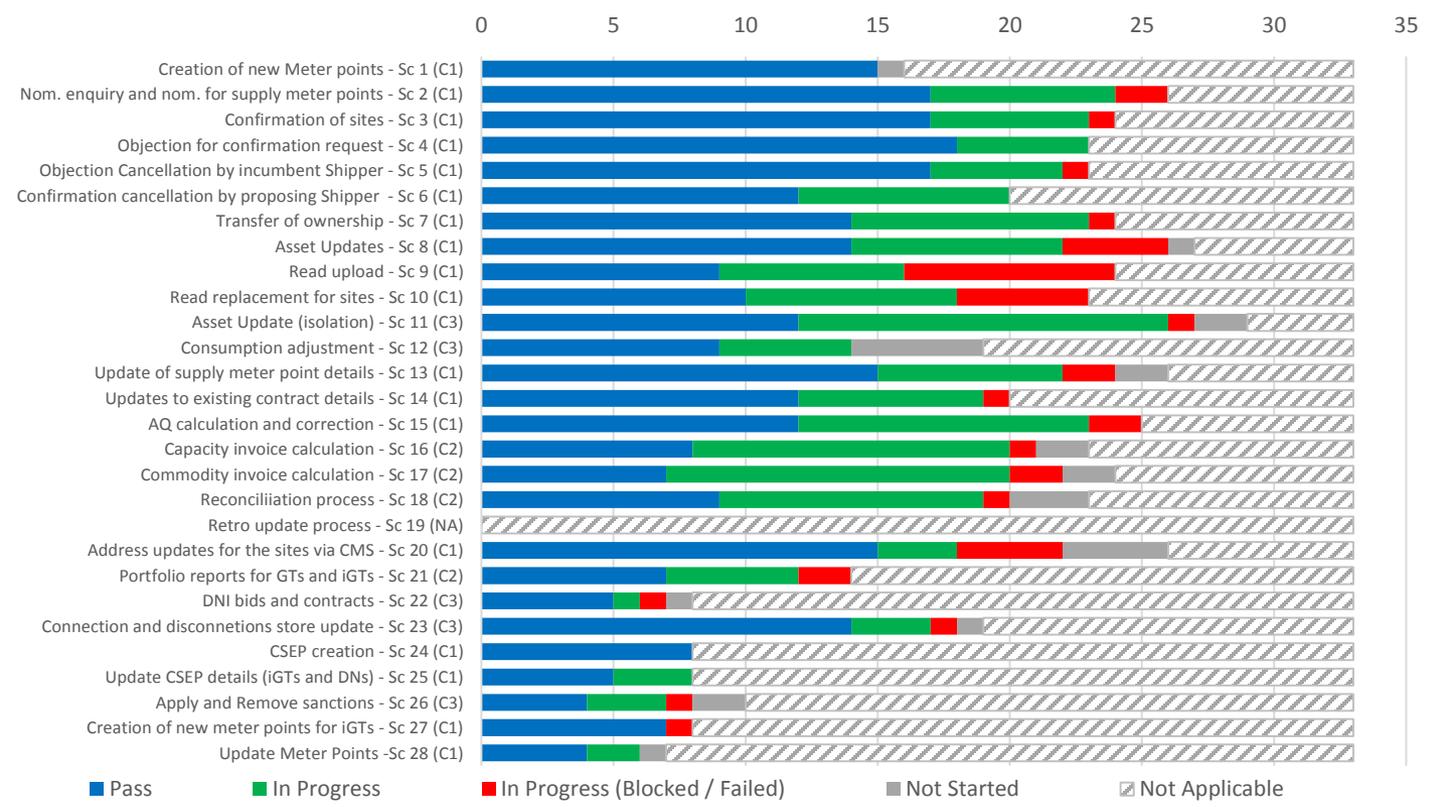
MT Scenario Dashboard

Key Messages (updated 27 Sep 16):

- 24 Market Participants have provided detailed scenario submissions for this reporting period, compared to 25 submissions in the last.
- Data from 9 Market Participants' previous submissions were incorporated to show those scenarios which they had previously reported as 'Passed', 'In Progress', 'Not applicable' or 'Not Started'.
- 7 scenarios are not 'Blocked' or 'Failed' by a single participant (up from 6 at the previous submission). In addition, 11 scenarios are only Blocked or Failed for one participant (up from 9 in the previous submission).

Updated 27 Sep 16

- 15 participants have 'Passed' 10 or more scenarios, up from 11 previously.
- Scenario 9 has the most participants 'Blocked' or 'Failed' with 8 participants impacted.
- Scenario 8 has 4 participants 'Blocked' or 'Failed', down from 8 previously.
- Every scenario has at least 4 participants 'Passed', up from 3 previously.
- Scenarios 12 and 20 have the highest numbers of participants 'Not started' testing with 5 and 4 respectively.
- This data will be used to evaluate and agree the baseline plans for the managed MT Phase.



Note: Blocked refers to a scenario that cannot be progressed due to various factors e.g. blocking defects, partnering coordination, data quality issues.

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R053: In the new programme plan, market trials execution will be completed by 30 Sep 16. Some participants will continue to execute remedial testing during the managed testing phase. However, there is still a risk that the programme will fail to exit market trials (MT2.0) by 11 Nov 16.</p>	<p>Market Trials</p> <p><i>Milestone Affected: MT2.0 Market Trials Complete</i></p>	<p style="text-align: center;">9</p> <p>Current Rating: <i>Likelihood: (3) Impact: (3)</i></p>	11 Nov 16	<p>1) The PMO are exploring whether and how some limited remedial Market Trial activity can be accommodated during Oct as a contingency option to allow for additional testing of C1 and C2 scenarios as necessary.</p>	<p>1) A managed approach to MT activity has been put in place. Market participants have proposed test plans to the PMO for consideration. PMO, Ofgem and Xoserve are reviewing these plans and will finalise the scope of the managed Market Trials phase by 30 Sep 16.</p> <p>PwC will manage the Managed Market Trials Phase until mid November.</p>	1) PMO

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R054: There is a risk that iGTs will not be able to complete testing before the end of Market Trials. iGTs have shown slow progress in carrying out tests due to portfolio reports containing both inaccurate data and data gaps. This has a direct impact on both the market being able to fully sign off end-to-end Market Trials Mandatory Scenarios and iGT invoicing. iGTs are unable to exit Market Trials until confidence is provided that these problems have been resolved.</p>	<p>Market Trials</p> <p><i>Milestone Affected: MT2.0 Market Trials Complete</i></p>	<p style="text-align: center;">9</p> <p>Current Rating: <i>Likelihood: (3)</i> <i>Impact: (3)</i></p> <p>Due to the changes that have been made to the programme plan and the completion of A145, the rating for this risk has changed from a 15 (likelihood 5 and impact 3) to a 9.</p>	09 Sep 16	<p>1) A145: Xoserve are to provide due dates for delivery of IQL files.</p>	<p>1) Complete. DDS reports were issued on 09 Sep 16, EQL & IQL reports were delivered on 12 Sep 16.</p>	<p>1) Xoserve</p>

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
R055: Risk that the exit criteria for MT cannot be met because there isn't enough time to fix the defects that are identified as required during the 1 month defect fix period between MT2.2 MT Defects Fix List and MT2.3 Final Defect Position. During this period there is also the need to load additional dummy data for regression testing (MT3.5 MT Regression Dummy Data: Preparation and Provision). This activity creates parallelism that could disrupt defect fixing and retesting.	Market Trials <i>Milestone Affected: MT 2.2 MT Defects Fix List and MT2.3 Final Defect Position</i>	<div style="text-align: center; border: 1px solid black; border-radius: 50%; width: 30px; height: 30px; margin: 0 auto; background-color: #ffc107;">12</div> <p>Current Rating: Likelihood: (3) Priority: (4)</p>	19 Aug 16	1) A107: Market Participants to confirm detailed data requirements for regression via the MTWG representatives.	1) Complete.	1) Market Participants
			26 Aug 16	2) A129: Xoserve to develop a forward projection of the number of defects that will be fixed within the defect fix period.	2) Complete.	2) Xoserve
			30 Sep 16	3) A130: Xoserve to consider (A107) and (A129) and determine whether or not 1 month is likely to be sufficient to fix defects and conduct data append. If it's not sufficient, then Xoserve are to propose further mitigations.	3) Complete. Following analysis of the dummy data requirements it is unlikely that this will cause parallelism with the defect fix window as data is only to be applied for one organisation. The June 2017 plan has a gap between the defect window and data load, allowing for more time to fix defects. Although these actions are complete, we will continue to monitor this risk until 11 Nov 16 when Market Trials is scheduled to be complete.	3) Xoserve

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R056: Risk that it is not possible to compile an agreed position on which defects will and will not be fixed by MT2.2 <i>Final defect position agreed</i> and therefore which defects will be carried forward into regression and go-live. This is because there is currently no categorisation criteria or process defined to do this.</p> <p>The position needs to be agreed by the start of the defect fix period (October).</p>	<p>Market Trials</p> <p><i>Milestone Affected: MT2.0 Market Trials Complete and MT 2.2 Final Defect Position Agreed.</i></p>	<p>12</p> <p>Current Rating: <i>(3)</i> Likelihood: <i>(4)</i></p>	14 Oct 16	<p>1) A123: Xoserve are to 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.</p>	<p>1) In progress. The final defect prioritisation call with industry is this Friday (30/09), during which the Top 20 defects will be agreed, as well as two more bands of defects – based on their fix priority. Participants have been asked to provide feedback to this call – including identifying any defect where they are aware of workarounds. Although defects that do not need to be fixed for Go-live may be identified this will be revisited at the end of the Defect Fix Window.</p> <p>The target due date has been updated to reflect the new plan, which includes milestone MT2.3 Final Defect position with a due date of 14 Oct 16.</p>	<p>1) Xoserve</p>
			23 Sep 16	<p>2) A131: Propose criteria and process for determining whether defects should be fixed or not.</p>	<p>2) Complete. Process has been defined and will be managed via the defect prioritisation process.</p>	<p>2) Xoserve and PwC</p>

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R057: Risk that there isn't enough time for Xoserve to complete load of additional dummy data for regression testing. Because (a) the volume and nature of the additional data required is not yet defined and (b) there is only 1 month to load the data. During this period there is also the need to fix and re-test defects prior to regression. This activity creates parallelism that could disrupt defect fixing and retesting.</p>	<p>Market Trials</p> <p><i>Milestone Affected: MT3.5 MT Regression Dummy Data: Preparation and Provision</i></p>	<p>12</p> <p>Current Rating: <i>Likelihood: (4) Impact: (3)</i></p>	19 Aug 16	1) A107: Participants to provide regression test data requirements.	1) Complete.	1) Market Participant
			26 Aug 16	2) A129: Xoserve to forward project number of defects to be fixed in the defect fix period.	2) Complete.	2) Xoserve
			30 Sep 16	3) A130: Xoserve to consider (A107) and (A129) and determine whether or not 1 month is likely to be sufficient to fix defects and conduct data append. If it's not sufficient, then Xoserve are to propose further mitigations.	3) Complete. Following analysis of the dummy data requirements it is unlikely that this will cause parallelism with the defect fix window as data is only to be applied for one organisation. The June 2017 plan has a gap between the defect window and data load, allowing for more time to fix defects.	3) Xoserve
					<p>Propose to close this risk as all actions are complete and risk has been sufficiently reduced with the new programme plan.</p>	

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
R058: Risk that code stability will not be achieved because a) the definition of code stability is yet defined, b) there may not be sufficient time to meet the definition.	Market Trials	 Current Rating: Likelihood: (4) Impact: (4)	05 Oct 16	1) A132: Xoserve to a) define what is meant by code stability b) Propose a time table for attaining code stability and c) Have these reviewed by PNDG. 2) A134: MTWG to discuss the criteria for code stability, which will be defined by Xoserve, and consider how the code stability definition is applied to Market Participants (relates to A132 and R058).	1) a) Code stability definition was presented to PNSG. b) Timetable defined as commencement of Market Trials regression testing, with CRs being delivered ahead of this. c) An update will be provided to PNDG on 05 Oct 16. The due date has been moved from 20 Sep 16 to 05 Oct 16 in line with the governance meetings.	1) Xoserve
	Milestone Affected: MT3.3 MT Code Stability		12 Oct 16		2) This action is closed. The code stability definition will be discussed at PNSG on 30 Sep 16.	2) MTWG

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R059: Risk that files and reports that have not undergone functional changes, but are produced by the new Xoserve SAP UK Link system (rather than the legacy link system) will not be tested. An example of this is the CMP file. This is because, currently, only processes and files that will have a functional change due to Nexus requirements are tested in Market Trials. In addition, legacy systems that will remain (e.g. CMS) may have been changed as a result of implementing the new Xoserve UK link system but are not being tested at an industry level (reliant on Xoserve UAT / regression). This could result in processes or files having inaccurate data or not flowing correctly post go live.</p>	<p>Market Trials Milestone Affected: T6.0 Project Nexus Implementation Date</p>	<p>9</p> <p>Current Rating: Likelihood: (3) Impact: (3)</p>	05 Oct 16	<p>1) A138:Xoserve to:</p> <ul style="list-style-type: none"> i) Confirm the final list of files and reports unchanged by Nexus. In addition, indicate which are platform independent (CMS) and which are unchanged but now part of the SAP ISU solution. ii) Demonstrate the level of internal testing carried out, or planned to be carried out on these files and reports. iii) Share the above analysis with all participants to review and determine if they need to include in their MT Regression plans. Where participants do want to include files/reports in MT regression plans they need to provide a rationale as part of their entry submission. 	<p>1) In progress, Xoserve has provided the list of files and reports unchanged by Nexus and have sent to MTWG.</p> <p>MTWG are awaiting the second part of action (i) and actions (ii) to be completed by Xoserve. Following this the materials can be shared (iii) and discussed at the subsequent MTWG.</p> <p>The due date has been updated.</p>	1) Xoserve

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R060: The NRL Notification of new annual EUC's is to be issued on 23 Sept 16. This only allows for 7 days for it to be loaded and validated in Market Trials. Participants have stated that this is sufficient time should there be no defects, however as this will be the first time this file has been produced there is a risk that there will be defects/issues and participants may not be able to complete Market Trials as planned.</p>	<p>Market Trials Milestone Affected: MT2.0 Market Trials complete</p>	<p style="text-align: center;">8</p> <p>Current Rating: Likelihood: (4) Impact: (2)</p>	<p>30 Sep 16</p>	<p>1) A140:Xoserve to confirm whether the NRL Notification of new annual EUC's can be re-issued in October should there be defects.</p>	<p>1) This action from the MTWG is complete. The NRL file was released on the 23 Sep 16, testing identified a number of defects. This activity has now been captured as part of the managed Market Trials phase and will be monitored through this approach.</p> <p>Propose to close this risk as Xoserve have confirmed that the NRL notification can be rerun in October and this activity will be managed as part of the new managed Market Trials phase.</p>	<p>1) Xoserve</p>

Market Trials Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R061: Risk that participants may not be able to sign off mandatory scenarios 9 and 10 in market trials, because CR176 [R11 – 31/08/16 UKLP IADB176] will not be deployed. If participants are unable to complete these mandatory scenarios then they will not meet the exit criteria for market trials and would have to exit with these not fully being tested.</p>	<p>Market Trials Milestone Affected: MT 2.1 MT Execution Complete and MT2.0 Market Trials Complete</p>	<p style="text-align: center;">9</p> <p>Current Rating: Likelihood: (3) Impact: (3)</p>	<p>TBC</p>	<p>1) A147:Xoserve to define the delivery options for CR176 and DMSP will assess the impact of the delivery options against the MT delivery phases in the new industry plan.</p>	<p>1) The Class 1 AMR device reading changes (UKLP IADB176, Change Pack 1582.2) will not be deployed into Market Trials or in the defect fix period. Planning is in progress to include them in the regression period.</p> <p>176 - impacts the 2 DMSPs, shippers have been receiving outputs with estimated reads rather than actual reads to enable the functionality to be proven.</p>	<p>1) Xoserve and MTWG</p>

Market Trials - Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A121	Ensure participants reporting blocked scenarios are making submissions into defect prioritisation process.	In progress. PwC and Ofgem are following up with individual organisations as appropriate.	PwC		End of market trials	Market Trial Problem Solving Session
A123	Undertake a review of P3 defects to identify any that do not need to be fixed for go-live. Agree these with Market Participants.	<p>In progress. The final defect prioritisation call with industry is this Friday (30/09), during which the Top 20 defects will be agreed, as well as two more bands of defects – based on their fix priority. Participants have been asked to provide feedback to this call – including identifying any defect where they are aware of workarounds. Although defects that do not need to be fixed for Go-live may be identified this will be revisited at the end of the Defect Fix Window.</p> <p>The target due date has been updated to reflect the new plan, which includes milestone MT2.3 Final Defect position with a due date of 14 Oct 16.</p>	Xoserve		31 Aug 16 → 23 Sept 16 → 14 Oct 16	Market Trial Problem Solving Session
A130	Xoserve to consider (A107) and (A129) and determine whether or not 1 month is likely to be sufficient to fix defects and conduct data append. If it's not sufficient, then Xoserve are to propose further mitigations.	Complete. Following analysis of the dummy data requirements it is unlikely that this will cause parallelism with the defect fix window as data is only to be applied for one organisation. The June 2017 plan has a gap between the defect window and data load, allowing for more time to fix defects.	Xoserve		01 Sep 16 → 08 Sept 16 → 30 Sep 16	PMO
A131	Xoserve to propose criteria for determining whether defects should be fixed or not.	Complete. Process has been defined and will be managed via the defect prioritisation process.	Xoserve and PwC		07 Sept 16 → 23 Sep 16	PMO

Market Trials - Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A132	Xoserve to a) define what is meant by code stability b) Propose a time table for attaining code stability and c) Have these reviewed by PNDG.	Code stability definition was presented to PNSG. b)Timetable defined as commencement of Market Trials regression testing, with CRs being delivered ahead of this. c) An update will be provided to PNDG on 05 Oct 16. The due date has been moved from 20 Sep 16 to 05 Oct 16 in line with the governance meetings.	Xoserve		01 Sept 16 → 20 Sep 16 → 05 Oct 16	PMO
A134	MTWG to discuss the criteria for code stability, which will be defined by Xoserve, and consider how the code stability definition is applied to Market Participants (relates to A132 and R058).	This action is closed. The code stability definition will be discussed at PNSG on 30 Sep 16.	MTWG		31 Aug 16 → 14 Sep 16 → 12 Oct 16	PNDG
A138	Xoserve to i) Confirm the final list of files and reports unchanged by Nexus. In addition indicate which are platform independent (CMS) and which are unchanged but now part of the SAP ISU solution. ii) Demonstrate the level of internal testing carried out, or planned to be carried out on these files and reports. iii) Share the above analysis with all participants to review and determine if they need to include in their MT Regression plans. Where participants do want to include files/reports in MT regression plans they need to provide a rationale as part of their entry submission.	In progress, Xoserve has provided the list of files and reports unchanged by Nexus and have sent to MTWG. MTWG are awaiting the second part of action (i) and actions (ii) to be completed by Xoserve. Following this the materials can be shared (iii) and discussed at the subsequent MTWG.	Xoserve		26 Sep 16 → 28 Sep 16 → 05 Oct 16	MTWG
A139	PMO and participants should ensure that caveats noted in participants' portal submissions are appropriately captured either in risk R053 or as additional risks against completion of MT.	At PNDG on 06 Sep 16, the PMO presented a list of key caveats that should be included in this risk (R053) or as new risks. Participants were asked to respond as appropriate. This action will remain on the action log until the end of Market Trials. The target date has been updated to reflect this.	PMO and Participants		06 Sep 16 → 30 Sep 16	PNSG

Market Trials - Action Log

Action #	Action	Progress	Owner	Status	Due	Forum																																									
A140	Xoserve to confirm whether the NRL Notification of new annual EUC's can be re-issued in October should there be defects.	This action from the MTWG is complete. The NRL file was released on the 23 Sep 16, testing identified a number of defects. This activity has now been captured as part of the managed Market Trials phase and will be monitored through this approach.	Xoserve		06 Sep 16 → 26 Sep 16 → 30 Sep 16	MTWG																																									
A142	Identify delivery due dates for June, July, August and September invoice thick files. Market participants would also like to see the invoice dates for September files. This action has been updated accordingly and the due date will also be moved to reflect the additional request.	<p>Please see delivery dates below. This action will remain open until all delivery dates are confirmed.</p> <table border="1"> <thead> <tr> <th rowspan="2">Billing Month</th> <th colspan="2">Capacity Files (CZI)</th> <th colspan="2">Commodity Files (COI)</th> <th colspan="2">Rec/Amendment Files (AML)</th> </tr> <tr> <th>Invoice Date</th> <th>CZI Send Date</th> <th>Invoice Date</th> <th>COI Send Date</th> <th>Invoice Date</th> <th>AML Send Date</th> </tr> </thead> <tbody> <tr> <td>Jun 16</td> <td>Sent</td> <td>10 Sep (delivered on time)</td> <td>Sent</td> <td>17 Sep (delivered on 10 Sep)</td> <td>Sent</td> <td>26 - 30 Sep</td> </tr> <tr> <td>Jul 16</td> <td>Sent</td> <td>24 Sep (delivered on 17 Sep)</td> <td>Sent</td> <td>01 Oct (delivered on 18 Sep)</td> <td>Sent</td> <td>10 - 14 Oct (Targeting earlier delivery by 30th Sept)</td> </tr> <tr> <td>Aug 16</td> <td>06 Sep</td> <td>08 Oct</td> <td>12 Sep</td> <td>09 Oct</td> <td>26 Sep</td> <td>14 - 18 Nov</td> </tr> <tr> <td>Sep 16</td> <td>06 Oct</td> <td>TBC</td> <td>12 Oct</td> <td>TBC</td> <td>26 Oct</td> <td>TBC</td> </tr> </tbody> </table>	Billing Month	Capacity Files (CZI)		Commodity Files (COI)		Rec/Amendment Files (AML)		Invoice Date	CZI Send Date	Invoice Date	COI Send Date	Invoice Date	AML Send Date	Jun 16	Sent	10 Sep (delivered on time)	Sent	17 Sep (delivered on 10 Sep)	Sent	26 - 30 Sep	Jul 16	Sent	24 Sep (delivered on 17 Sep)	Sent	01 Oct (delivered on 18 Sep)	Sent	10 - 14 Oct (Targeting earlier delivery by 30th Sept)	Aug 16	06 Sep	08 Oct	12 Sep	09 Oct	26 Sep	14 - 18 Nov	Sep 16	06 Oct	TBC	12 Oct	TBC	26 Oct	TBC	Xoserve		09 Sep 16 → TBC	PNDG
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Sep 16	06 Oct	TBC	12 Oct	TBC	26 Oct	TBC																																									
A143	MTWG to discuss what scenarios are impacted by thick files not being delivered.	Complete. The scenarios impacted will be those relating to invoicing. Proposal for how this will be managed after 30 Sep 16 was discussed in MTWG on 14 Sep 16.	MTWG		23 Sep 16	PNDG																																									
A144	Once Xoserve provide due dates for the delivery of August and September thick files for invoices (A142), MTWG are to analyse this and confirm if the due dates are appropriate. Please note that the action has been changed in line with A142.	The due dates for the receipt of August capacity and commodity thick files support the completion of Market Trials. However the current timeline for delivery of reconciliation invoices may not support MT completion milestones. Xoserve are to confirm the delivery dates for the remaining invoice files (Aug and Sep).	MTWG		23 Sep 16 → TBC	PNDG																																									

Market Trials - Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A146	Xoserve to confirm if they can halt and recommence IDL generation during MT to check if it is able to "catch up" in a controlled environment. This is to simulate should the schedule fail post-PNID as it has done in Market Trials.	Xoserve challenged this action and the value of undertaking this activity at this stage in Market Trials, given that this had already been tested when the P1 occurred, which was a more valid test. Xoserve agreed to have a discussion with the relevant iGT offline.	Xoserve		20 Sep 16 → 30 Sep 16	PNDG
A147	Xoserve to define the delivery options for CR176 and DMSP will assess the impact of the delivery options against the MT delivery phases in the new industry plan.	<p>The Class 1 AMR device reading changes (UKLP IADB176, Change Pack 1582.2) will not be deployed into Market Trials or in the defect fix period. Planning is in progress to include them in the regression period.</p> <p>176 - impacts the 2 DMSPs, shippers have been receiving outputs with estimated reads rather than actual reads to enable the functionality to be proven.</p>	Xoserve and MTWG		TBC	MTWG

Data Status Report

Project Nexus: As @ 27 Sep 16
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: Baseline Plan

Since: 27 Sep 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 workstream is rated as Amber/Green against the 01 Jun 17 delivery plan due to important milestones for the start of IDR1 have been met and market engagement on data has improved.

The Amber element reflects a number of Data defects for Delta and iGT's that were carried into IDR1 with pre-checks that they would not impact performance of IDR1 but would still require enduring Data Fix and Prove cycles outside of a IDR, and some parallelism particularly in October.

Achievements since last PNDG:

The following activities were completed in line with the April Delivery plan:

- IDR1 Data elements commenced on time 19 Sep 16, and are on track (T2.2).
- The Transformation Rule reconciliation against MT data set is complete and no additional data activity is required.
- The iGT 'Ways of Working' document was presented to the DMG 22 Sep 16 and well received.
- Reporting Requirements sub-group for DMG, industry and PwC was held 22 Sep 16 and now being summarised for wider sharing on 22 Oct 16 at the DMG.

Remediation Action: v1.0 of the plan provides mitigation by removing some parallelism and embedding contingency against key activities.

- IDR1 has been facilitated by prioritising the data defects that are most impactful to it and by active monitoring of the fallout of IDR1.
- Focus on RCA for Delta defects to support rapid and complete resolution.
- Resolution of iGT reconciliation differences through agreed 'Ways of Working' against the portfolio reconciliation and iGT defect analysis.

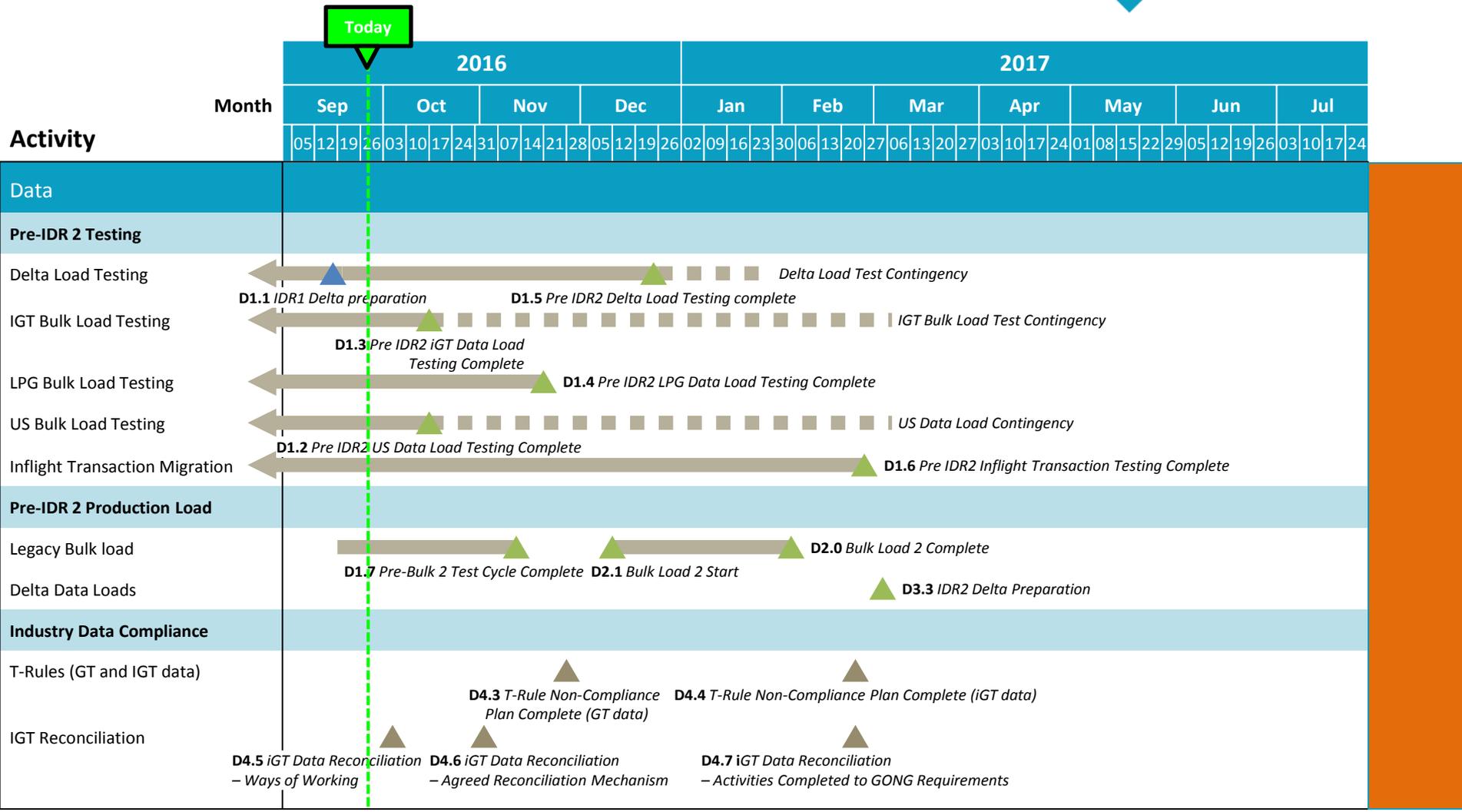
Upcoming activities:

- Completion of IDR1 Data Week 2 & 3 activities as per IDR1 plan and taking IDR1 lessons into the Data plan.
- In-flight transaction variants for iGT / US (not high volume to undergo testing.
- Feedback on the iGT 'Ways of Working' document is due, latest, 30 Sep 16.
- Meeting with Xoserve 05 Oct to investigate and agree readily available dashboard metrics to demonstrate progress to DMG and other groups.
- iGT portfolio reconciliation at 03 Oct 16 cut to be discussed at DMG on 22 Oct 16.

DMG Key Messages:

- Data compliance issues are not seen as showstoppers by participants.
- An early IDR1 is critical to flush out potential risks in Delta and iGT data loads and give confidence to the rest of the data activities.
- Concerted effort is still required to demonstrate completeness of population and resolve differences in the portfolios between Shippers, iGT's and Xoserve.

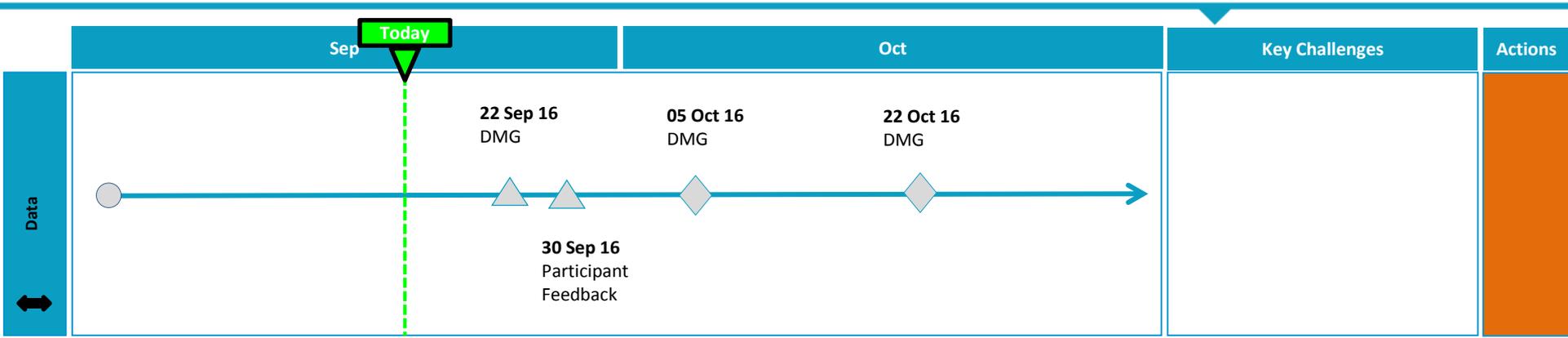
Data Workstream Plan



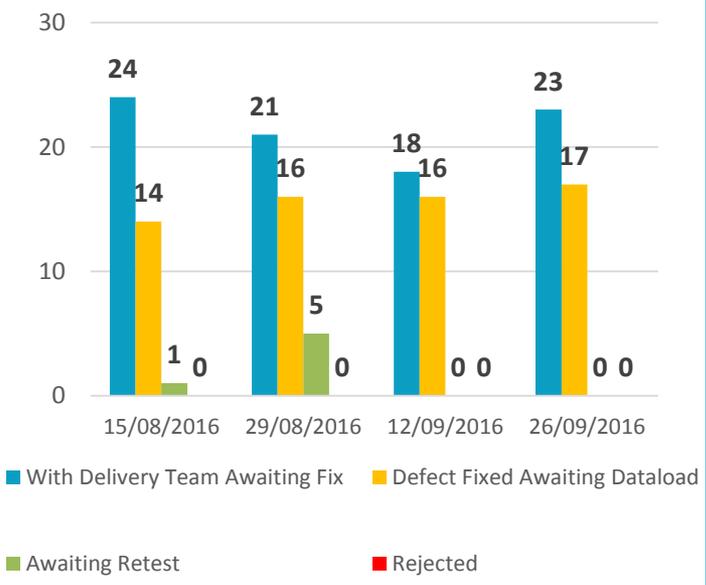
Milestone RAG Key:

- ▲ Industry Milestone
- ▬ Industry Activity
- ▬▬▬ Contingency
- ▲ Complete
- ▲ On Track
- ▲ Risk to individual milestone(s)
- ▲ Risk to go-live
- ▲ On Hold
- ➔ Slip/expected delay of milestone

Data Dashboard



Data Migration Bulk Defect Position as of 26th Sept 2016



Graph Commentary

- Bulk defect root cause analysis complete and IDR1 delta prep cycle has further tested the Bulk data resulting in a few more defects being raised for resolution within Pre-Bulk testing.
- A separate “Pre Bulk Cycle” being planned in October to undertake robust testing of Bulk Defects.

Project Delivery Commentary:

- IDR1 activity underway from 19 Sep 16 and week 1 of data activities successfully completed.
- The data delta migration has been delayed due to issues encountered in receipt of the Delta files from the Legacy system. This has caused a circa 2 day impact to the overall IDR timelines. However the execution of Transition business scenarios is progressing as per plan.
- Delta 1 Cycle load complete, with validation in-progress and forecast to complete to-plan.
- iGT and DM CSEP Test Cycle 3 has seen a 30% resolution rate of outstanding defects and these fixes are now part of the IDR1 deployment.
- The required data for MT regression has been reviewed by the Data team and it was confirmed provision of this data would be performed during the defect resolution period.

Transition Status Report

Project Nexus: As @ 27 Sep 16
Sponsor: Jon Dixon
PMO: Melisa Findlay
End Date: 01 Jun 17

RAG Status	Transition
Overall	●
Xoserve	●
Baringa <small>view of Xoserve</small>	●
Participants	●

Workstream Status: ●

Programme Trend: Baseline Plan

Since: 27 Aug 16

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:
 This workstream has been rated as Green. This status would change if IDR1 identifies significant issues with the approach. The data delta migration has started however has been delayed due to issues encountered in receipt of the Delta files from the Legacy system This has caused a circa 2 day impact to the overall IDR timelines. However the execution of Transition business scenarios is progressing as per plan and remains Green.

- Achievements since last PNDG:**
- 23 Sep 16 – A number of cutover sessions have been held with PwC initially and then with the industry, in relation to the Contingency Planning for UKLP Cutover.
 - 23 Sep 16 – iDR 1 was initiated on the 19 Sep 16. The pre NED delta migration activities have been completed and the NED delta migration activities are in progress. Daily dashboards have been published to provide the TPG representatives with the progress update. T-Cons with the TPG representatives have been held as per plan.

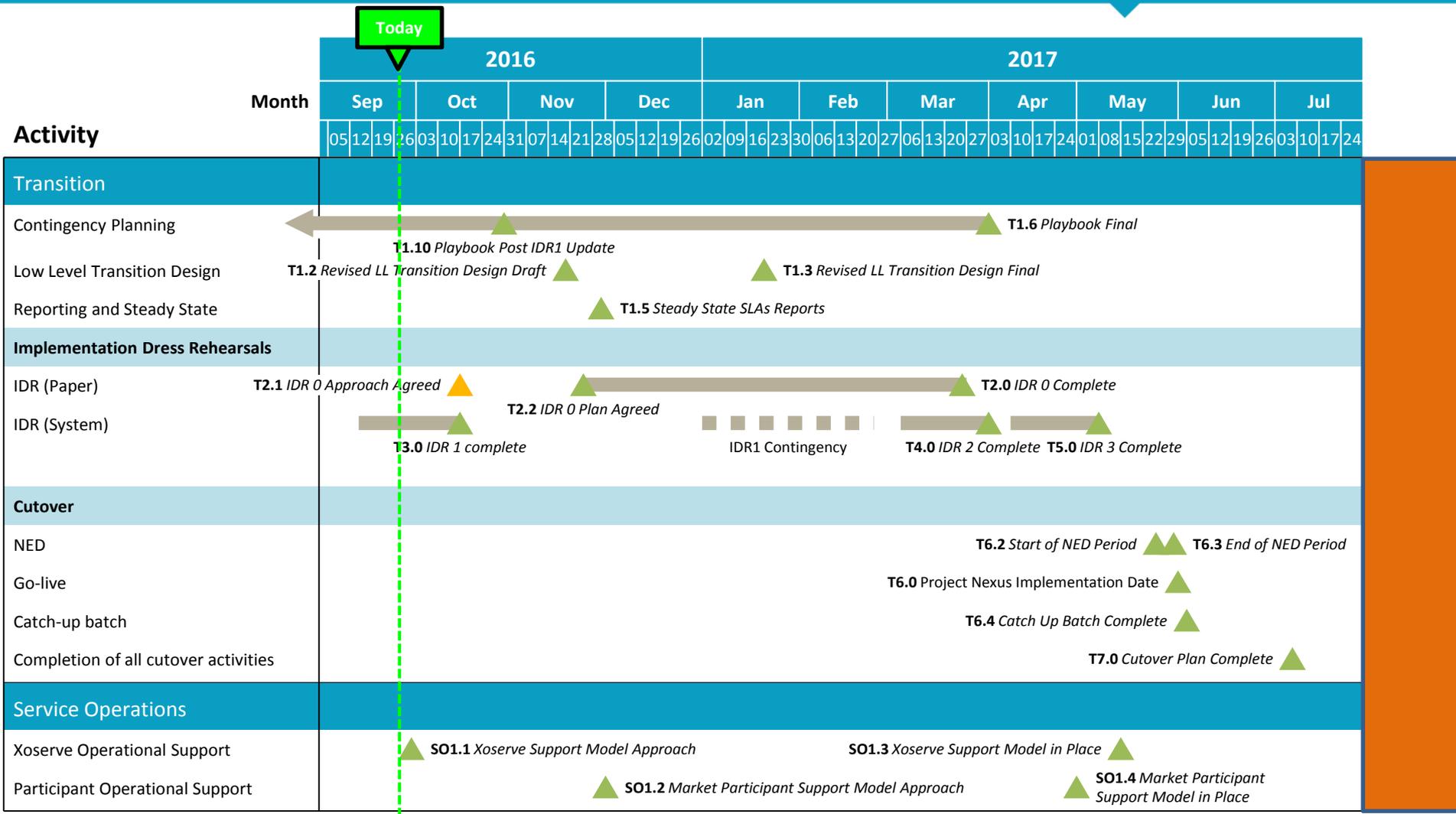
Remediation Action:
 To further build confidence levels, completion of IDR 1 (due mid Oct) and the associated confidence checkpoints (NED Checkpoint and Delta Checkpoint) are required. This will build confidence in the cutover strategy and plan.

- Upcoming activities:**
- iDR 1 execution to be progressed against the plan. Regular communications with the industry will continue.

- TPG Key Messages:**
- Participants have demonstrated active engagement on the effectiveness of Xoserve iDR communications.
 - A lessons learnt session will be held with Xoserve and the TPG on 11 Oct 16 or 25 Oct 16 (Date TBC) to run through what could remain / be changed for future dress rehearsals.



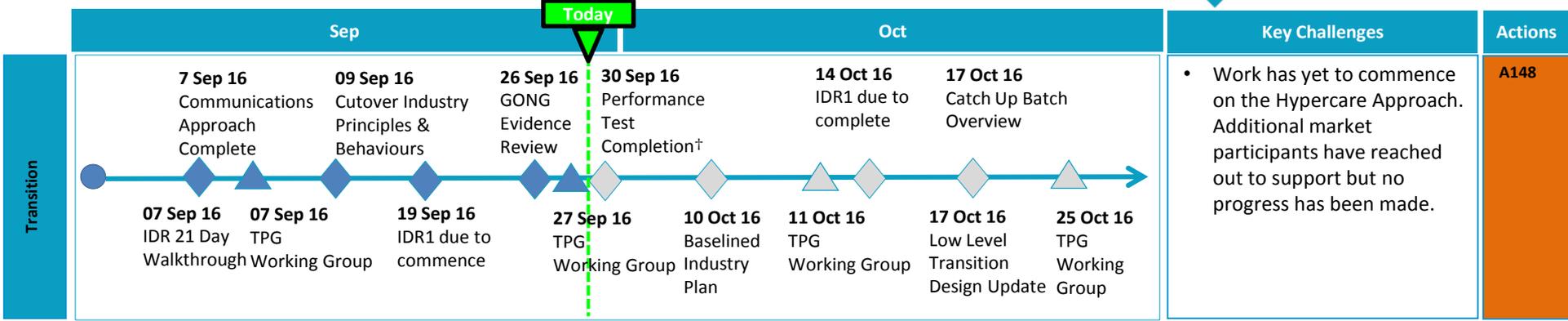
Transition Workstream Plan



Milestone RAG Key:

- ▲ Industry Milestone
- ▬ Industry Activity
- Contingency
- ▲ Complete
- ▲ On Track
- ▲ Risk to individual milestone(s)
- ▲ Risk to go-live
- ▲ On Hold
- ← Slip/expected delay of milestone

Transition Dashboard



Key Challenges	Actions
<ul style="list-style-type: none"> Work has yet to commence on the Hypercare Approach. Additional market participants have reached out to support but no progress has been made. 	A148

TPG Products	Status	Owner	Completion Date	RAG
Communications Approach	Baselined	EDFE	7 Sep 16	●
Hypercare Approach	Not Started	E.ON	16 Jan 17	●
Cutover Industry Principles & Behaviours	In Progress	PwC	25 Oct 16	●
Contingency Planning	In Progress	Contingency Planning Subgroup	23 Jan 17	●
Defining Steady State post go-live	In Progress	Npower, SSE, Xos	11 Oct 16	●
Reporting through cutover and go-live	In Progress	Npower, SSE, Xos	12 Dec 16	●
GONG Evidence Review	In Progress	PwC	25 Oct 16	●
Industry Transition Preparation Document	In Review	PwC	11 Oct 16	●
Industry Transition Plan	In Progress	PwC	10 Oct 16	●
Catch Up Batch Overview	On Hold	Xoserve	20 Jan 17	●
IDR 21 Day Walkthrough	Complete	Xoserve	7 Sep 16	●
Low Level Transition Design	On Hold	Xoserve	20 Jan 17	●

Key Messages:

- Communications Approach product will be replaced with a new sub-milestone to track progress for the drafting of the communications.
- Xoserve PIS approach walkthrough held on 07 Sep 16, with the aim of baselining internally by 30 Sep 16.
- The progression by Sub-groups of any additional products is continuing on track.
- The proposed baselining of the Industry Transition Preparation document on the 07 Sep 16 has been changed to 11 Oct 16 due to additional time for comment being requested.
- The proposed baselining of the Cutover Industry Principles and Behaviours document on 07 Sep 16 has been changed to 25 Oct 16 due to additional time for comment being requested.
- Industry Transition plan will be amended now that a implementation date has been set.

Legend

†Being observed but not owned by transition

Transition Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R044: Lack of readiness of individual participants could cause adverse impacts on other participants during programme operations</p>	<p>Transition Milestone Affected: Go Live</p>	<p>9</p> <p>Current Rating: Likelihood: (3) Impact: (3)</p>	<p>05 Oct 16</p>	<p>1) A044: TPG are to:</p> <p>i) 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.</p> <p>ii) Report the results of the above to PNDG and recommend if any further mitigating actions are required.</p>	<p>1) i) Complete.</p> <p>ii) In progress. A brief overview of the initial findings from the scenario planning exercises was shared at PNDG on 20 Sep 16. These initial findings were documented and circulated for participants to review with an extended deadline of 21 Sep 16. At the next PNDG on 05 Oct 16, the TPG lead will share more information about the impacts of participants not being ready for go live. The due date has been moved to reflect the date of the next PNDG meeting.</p>	<p>1) TPG</p>

Over the past few weeks, the Contingency Planning working group asked TPG participants to provide information on the impact of each constituency group not going live.

The tables on the next couple of pages break down those responses into process and data impacts.

Cat.	Summary	Description
Process	Change of supplier	If all participants do not cutover, then customers will not be able to change supplier, resulting in reduced market competitiveness and effectiveness.
Process	Change of supplier	If organisations are unable to send confirmations, then they will fall outside of the 21 day SLA, resulting in negative impacts on customers and expectations.
Process	Supplier data processes	If suppliers not able to provide NOSI flows, then processes managing supplier's data will be impacted, resulting in inaccurate supplier data.
Process	New connections	If suppliers are not able to set up new connections, then they will not be able to create accounts to bill customers, facilitate customer switching, etc., resulting in commercial and reputational impact.
Process	Compensation claims	If customers are not able to change supplier within the 21 day SLA, then there will be increased compensation claims, resulting in a business cost from late registrations.
Process	Increased resource requirements	If automated processes cannot complete due to non-compliant organisations, then manual interim processes will need to be agreed and put in place (e.g. workarounds for processing of losses), resulting in a greater demand on resource to manage process and higher customer call volumes.
Process	Xoserve unable to recover after significant downtime	If Xoserve are unable to recover after significant downtime, then process flows will timeout, resulting in longer switching periods for customers.
Process	Additional operator training and communication	If automated processes are not functioning as planned, then manual workarounds will need to be set up and agreed (e.g. consumption adjustments and invoicing, portfolio data, etc.), resulting in additional training for colleagues on the new process and communication required with third parties and potentially customers.

Cat.	Summary	Description
Data	Customer billed twice	If the customer moves to / from a compliant to a non-compliant organisation, then the data for that customer will not reconcile, resulting in the customer being billed twice.
Data	Customers move with large debt	If latest customer data cannot be shared between organisations, then customers will be able to move between suppliers with large debts, resulting in financial vulnerability and increased supplier costs.
Data	Industry submitted reads	If organisation bills to industry reads or CoS reads are impacted, then customer bill amounts will be incorrect, resulting in financial impacts for both customers and organisations.
Data	Estimated reads	If final and opening reads are not available or incorrect, then organisations will have to estimate reads, resulting in a negative financial impact on the customer.
Data	Meter reads not processed	If meter reads are not processed by either the Shipper or Xoserve, then settlements, reconciliation and invoices will degrade over time, resulting in inaccurate transportation costs, energy costs across Shippers and initial allocations.
Data	Unable to validate T&D invoices	If meter reads are not processed by either the Shipper or Xoserve, then estimated meter reads will have to be used, resulting in financial risk for organisations as they are paying for something without validating.
Data	Can't maintain customer, asset or read data	If non-compliant organisations cannot maintain customer, asset or read data, then there will be an increasing number of complaints, resulting in greater demand for customer services support and complaint management.
Data	Not access accurate AQ data	If suppliers are not able to access accurate AQ data for pricing and demand forecasting, then manual reports detailing AQ data would need to be requested, resulting in a financial issue for the business, limited ability to offer competitive rates and increased costs.
Data	Manual updates required to data	If data is inaccurate or incomplete due to automated processes not completing, then manual updates will be required to data, resulting in data protection risks and impacting data quality.
Data	Vulnerable customer information not updated	If data incomplete or inaccurate, then vulnerable customer information will not be updated, resulting in limited ability to respond to customer or other emergencies.

Transition Risk & Issues Log

Risk & Issues	Workstream	Rating	Due Date	Mitigating Actions	Progress	Owner
<p>R011: The transition approach may not support a high quality, low risk implementation.</p> <p>As a result of delaying the 'low level' transition design and a concern that the overall transition approach is not sufficiently robust, there is a risk that participant's preparation and readiness for go live may impact the transition.</p>	Transition Milestone Affected: Go Live	<div style="text-align: center;"> 9 Current Rating: Likelihood: (3) Impact: (3) </div>	01 Jun 16	1) Cross industry transition planning workstream and PNDG to oversee approach and preparation for transition.	1) Complete	1) TPG
			01 Jun 16	2) Finalise the low level transition approach and detailed cutover plan. Ensure the market is fully aware of the agreed approach and plans.	2) Complete	
			01 Jun 16	3) Determine how a low level dress rehearsal can be best achieved to mitigate the risks associated with an early point of no return and the high level of confidence that is required.	3) Complete	
			24 Oct 16	4) A045: Develop an industry wide transition governance framework that incorporates the GONG criteria.	4) The governance framework has been drafted and is in review. The document will be targeted to be presented at the PNSG on 24 Oct 16.	The due date has been updated to reflect v1.0 of the plan.

Transition Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A044	TPG to i) 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. ii) Report the results to PNDG and recommend if any further mitigating actions are required.	<ul style="list-style-type: none"> i) Complete. ii) In progress. A brief overview of the initial findings from the scenario planning exercises was shared at PNDG on 20 Sep 16. These initial findings were documented and circulated for participants to review with an extended deadline of 21 Sep 16. At the next PNDG on 05 Oct 16, the TPG lead will share more information about the impacts of participants not being ready for go live. The due date has been moved to reflect the date of the next PNDG meeting. 	TPG		16 Sep 16 → 05 Oct 16	PNDG
A045	Develop an industry wide transition governance framework that incorporates the GONG criteria.	<p>The governance framework has been drafted and is in review. The document will be targeted to be presented at the PNSG on 24 Oct 16.</p> <p>The due date has been updated to reflect v1.0 of the plan.</p>	TPG		30 Aug 16 → 26 Sep 16 → 24 Oct 16	PNDG
A148	<p>PwC to engage with Hypercare owner (E.ON) and develop plan to continue with progress .</p> <p>This action is related to the development of the TPG hypercare product.</p>		TPG		25 Oct 16	PNDG

GONG Status Report

Project Nexus: As @ 27 Sep 16
Sponsor: Jon Dixon
PMO: Melisa Findlay
End Date: 01 Jun 17

RAG Status	GONG
Overall	n/a
Xoserve	n/a
Baringa <small>view of Xoserve</small>	n/a
Participants	n/a

Workstream Status: 

Programme Trend:

Since:

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 will be reported once the PMO has commenced gathering participant statuses as part of the GONG assessments.

Achievements since last PNDG:

- GONG Criteria and expected evidence have been reviewed and updated in line with the revised baseline industry plan.

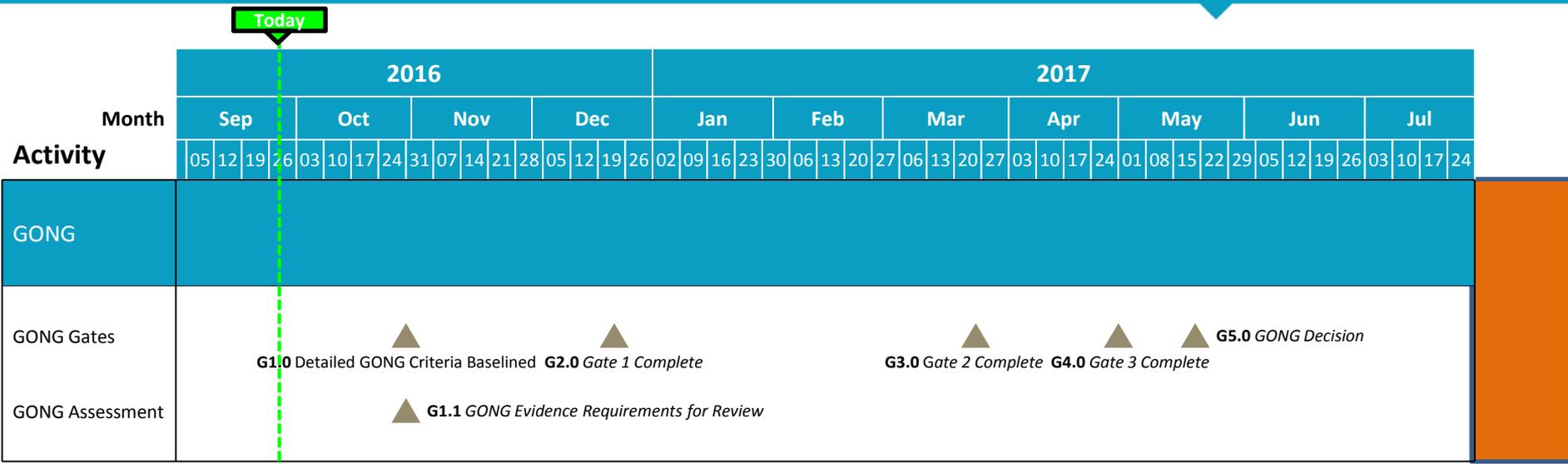
Remediation Action:
 Nothing required at this point

Upcoming activities:

- GONG evidence questionnaire will be launched in late October. It will ask participants to review the evidence required to support each GONG criteria at Assessments 1,2 and 3. The output will be reviewed and GONG updated as appropriate.
- A GONG walkthrough session will be held prior to the first GONG Gate.
- The requirement for a GONG cross programme working group will be explored in early November.

Key Messages:
 Nothing required at this point

GONG Workstream Plan



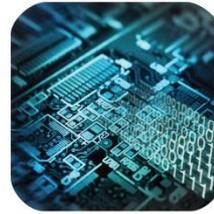
Milestone RAG Key:

- ▲ Industry Milestone
- ▬ Industry Activity
- ▬ Contingency
- ▲ Complete
- ▲ On Track
- ▲ Risk to individual milestone(s)
- ▲ Risk to go-live
- ▲ On Hold
- Slip/expected delay of milestone

Appendices

#	Title	Slide
1	Release Management Plan	37 - 39
2	Baringa CSA Programme Report	40 - 42
3	Working Group Meetings	43
4	Hot Topics	44 - 69
5		
6		
7		
8		
9		

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Release Management Plan



05-Aug	12- Aug	19- Aug	26- Aug	2- Sep	9- Sep	16- Sep	23- Sep	30- Sep
Market Trials Execution								



9-Jan 17	-----	26-Mar 17
Regression		

Date Added	Xoserve CR No.	Industry Reference No.	Industry Change Title	Functional description of change	Impacted Stakeholders				Release No.
					Shipper	GT	DMSP	iGT	
05/07/2016	UKLP IADB176 CP 1582.2	Xos_CR_18	File Record Amendment M00 v6.3FA	Description change to indicate the meter index (rather than the uncorrected converter index) will be provided. Files will be issued to Market Trials Users containing the uncorrected converter index. In some instances the composition of the index would be different to User expectation – i.e. if the number of dials are different – but the files should continue to be generated to Users so that they are able to receive and validate these files.	X				Deployment options under review
05/07/2016	UKLP IADB182 CP 1578.3	Xos_CR_19	Amendments to Baseline File Formats U01, U12, U14	This change withdraws a previous change so reverts to Legacy treatment in User systems. The change removes the condition in new UKL that where an AMR Device is present only two readings (corrected and uncorrected index) are required. Users would be able to bypass this condition by removing the AMR device for each meter point.	X				Deployment options under review
05/07/2016	UKLP IADB179v2/ UKLP IADB185 CP 1590	Xos_CR_20	File Format Amendments May	This change pack is comprised of a number of changes to file formats. All changes relate to Transporter to User flows. The impact is that without this change being implemented in MT that when the file is being generated this will result in exceptions within AMT which would need to be resolved by Xoserve prior to issue to Users, as such the impact to Users is expected to be limited. - Negative value changes - Users have indicated that a -ve value description change has limited impacts to them. In MT, Xoserve will be unable to issue the RGTA Entry Capacity Invoice where a negative value is contained in the fields impacted by this change. - S30 Record / WAO File - MSN change to Optional from Mandatory - in legacy the MSN Optionality is not correctly observed. It is expected that this is a rare scenario, where a MSN is present this file will be generated without issue. - U74 Record / CFR File - Description describes this as a text field, but domain is numeric.	X	X		X	R11 – 31/08/16 Deployment complete
26/08/2016	CP TBC -14 th Sept UKLP IADB220	Xos_CR_21	File Format Changes – Gas Owner Act - June 2016	May require functional change for Users. Note: PAC and MRI have already been issued to Shipper Users as no functional change was required.	X	X		X	R12 – Pre Regression
26/08/2016	UKLP IADB230	Xos_CR_23	File Format Changes – EWS FILE TO EMWS	National Grid and Xoserve are the only parties affected. Populating mandatory fields in the EWS file exchanged between Xoserve and National Grid. Content of relevant fields has been agreed and temporary fix has been applied to Market Trials.					R12 – Pre Regression
26/08/2016	CP TBC -14 th Sept UKLP IADB252	Xos_CR_25	File Format Changes Aug 16 Unique Sites (SOQ/SHQ)	Under analysis, potential to be description changes (admin) but potentially some domain changes (functional) Change pack to confirm	X	X			R12 – Pre Regression

UKLP Market Trials Queries M.I

Query status by constituent type

	Shipper	iGT	GT	DMSP	Other	Grand Total as at 26/09/2016	Grand Total as at 12/09/2016
Closed	1792	156	463	63	47	2521	2331
Open	23	5	8	0	0	37	45
Grand Total	1815	161	471	63	47	2557	2376

All Open Queries Age Analysis

	Figure as at 26/09/2016		Figure as at 12/09/2016	
0-10 days	34	92%	44	96%
11+ days	3	8%	2	4%
	37	100%	46	100%

All Closed Queries Age Analysis

	Figure as at 26/09/2016		Figure as at 12/09/2016	
0-2 days	1349	53%	1252	54%
3-5 days	447	18%	402	17%
6-10 days	327	13%	285	12%
11-20 days	196	8%	190	8%
20+ days	205	8%	204	9%
Total	2524	100%	2333	100%

Key Messages:

- 3 Open queries older than 11 days
- 99% of all queries raised are closed.
- 84% of queries are closed within the 10 day SLA with 70% being closed within 5 days.
- There has been an increase in the number of queries raised with a weekly average of 85 now the norm.
- 37% of the queries raised in the week starting 19th Sept were related to basic process question on SPA and Transfer of Ownership.

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CSA Programme Board Report

UK Link Programme

Client: Xoserve
Date: 28/09/16
Version: V1.1

Reputation built on results

Executive Summary

- ▶ CSA assurance reporting has been refreshed following the baselining of the June replan
- ▶ The overall programme status is reported as **AMBER** for this period. This status is primarily driven by outstanding risk mitigation actions that were identified as part of the replanning process
- ▶ KPIs have been introduced to quantify risk impacts across plan, quality and cost (see appendix for full details)

KEY RISK AREAS

- ▶ CR delivery impacts on code stability
- ▶ Erosion of industry confidence through near term milestone slippages
- ▶ Resource management and prioritisation
- ▶ Production readiness of the data migration solution

KEY MITIGATION ACTIONS

- ▶ Embed 'step change' responses identified as part of re-plan assurance
- ▶ Definition of acceptability criteria for Data phases
- ▶ Enhance resource management process to improve prioritisation and granularity of planning
- ▶ Review data workstream structure and prioritise key data quality enablers
- ▶ Drive a culture change within the Programme to focus on milestone achievement and Go-Live readiness

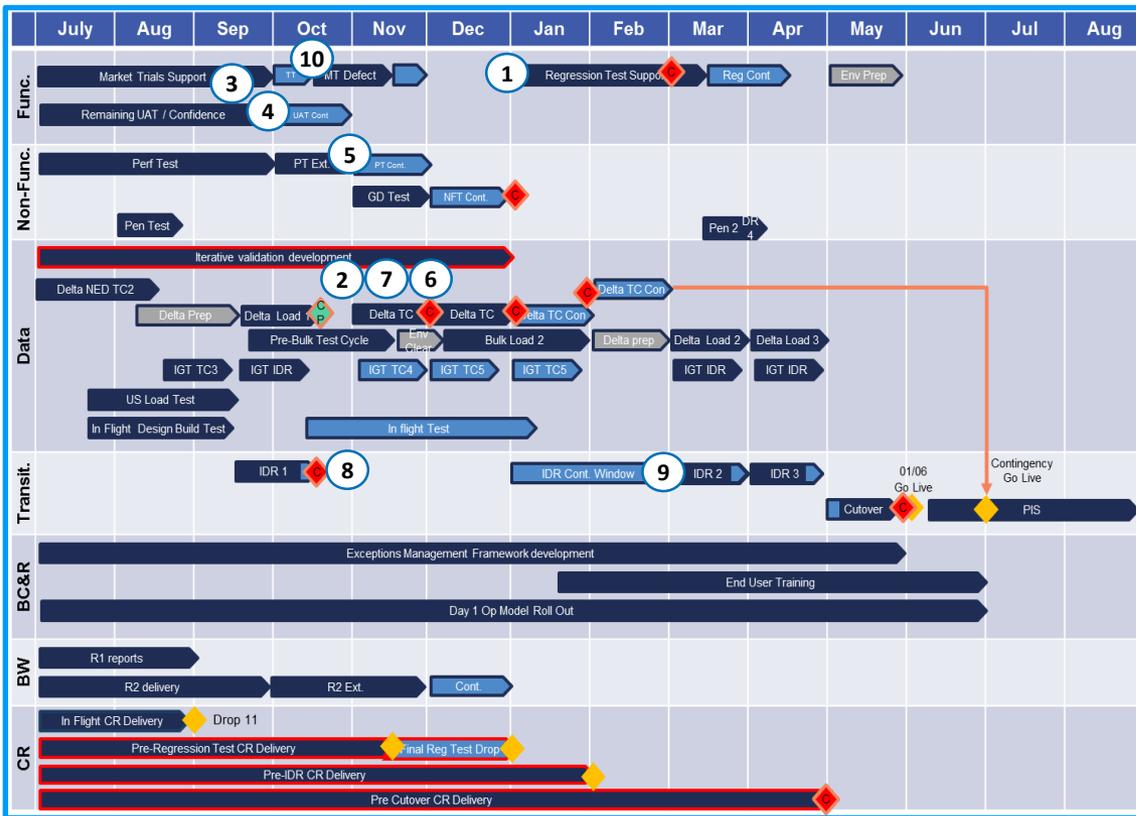
Status

Area	RAG
Programme Delivery	Yellow
Data	Yellow
Market Trials	Yellow
Transition	Green
GNG	Grey

Plan Impact Points



- ▶ Risk impact points have been overlaid onto the high level programme POAP
- ▶ Risks are identified on a 'by exception' basis and are given a relative RAG status based on their weighted risk impact score



	ID	Risk Description
Programme Delivery	#01	CR delivery - There is a risk that parallel delivery pressures will impact the delivery of CRs that are required to achieve code stability
	#02	Risk of immediate erosion in industry confidence due to near term milestone slippage
	#03	Resource assignment & levelling – Current resource mgmt. processes are inadequate to confirm the required Programme resource profile or respond to demand effectively
	#04	UAT close out – Milestones are currently slipping with defects being encountered within the remaining Reconciliation Invoicing scenarios
	#05	Performance Test plan performance – There is a risk of continued underperformance against plan, driven by additional time being required to complete tuning activities (or alternative optimisation mechanisms)
Data	#06	Delta Data Migration Solution Delivery – delta testing forms the backbone of the critical path and there is a risk the solution will not be proven ahead of the need date for loads to production
	#07	Auto validation – Narrowing window of opportunity to deliver the auto-validation solution, leading to a lack of quantification of the true number of data defects, and an inability to assure data quality ahead of go live
Transition	#08	Confidence in Transition processes – There is a risk that IDR1 outcome does not provide confidence in Transition processes
	#09	In flight transaction delivery - Current IDR activities only test a subset of inflight transactions, with a lack of clear plan/approach for completion of residual scope
MT	#10	Risk of MT overrun & impact on supportability

Working Group Meetings

Working Group	Next Meeting	Meeting topics
Market Trials Working Group (MTWG)	TBC (Insert date after 28/09)	<ul style="list-style-type: none"> Ongoing Market Trials Monitoring (as required)
Data Management Group (DMG)	20 Oct 16	<ul style="list-style-type: none"> iGT High level and FI Level reconciliation results (to include an obfuscated reconciliation by iGT as well as Shipper) Ratify the updated iGT Ways of Working document Summary of the September t-rule results Review the t-rule criticality matrix to confirm if any changes in priority Share a draft of a "dashboard" that demonstrates current position of Data Cleanse, Migration and Acceptance DM update on IDR1 Feedback on the Reporting Sub-group meeting held 22/9 Discuss and agree any newly required t-rules (as required) Discuss the timetable of any future Data assurance activities
iGT Single Service Provision (SSP)	17 Oct 16	<ul style="list-style-type: none"> Review previous meeting summary and actions Data Preparation progress and review of rejections of data submitted to the iGT migration database Data Quality observations and agree actions to resolve issues Discuss and agree any newly required iGT Transformation Rules Propose and agree functional changes identified by either Xoserve or iGT (e.g. File Formats, Rejection Codes) Discuss any requirements for iGT UNC modifications to support UKLP implementation Confirm details of the Xoserve update session of iGT data activities for DMG on 22/9
TPG	11 Oct 16	<ul style="list-style-type: none"> Summary overview of iDR1 Lessons learnt of iDR1 (TBC) Output from Comms Sub group Meeting Industry Transition Plan Update Baselining of Cutover Principles and Industry Transition Prep Document

Note:

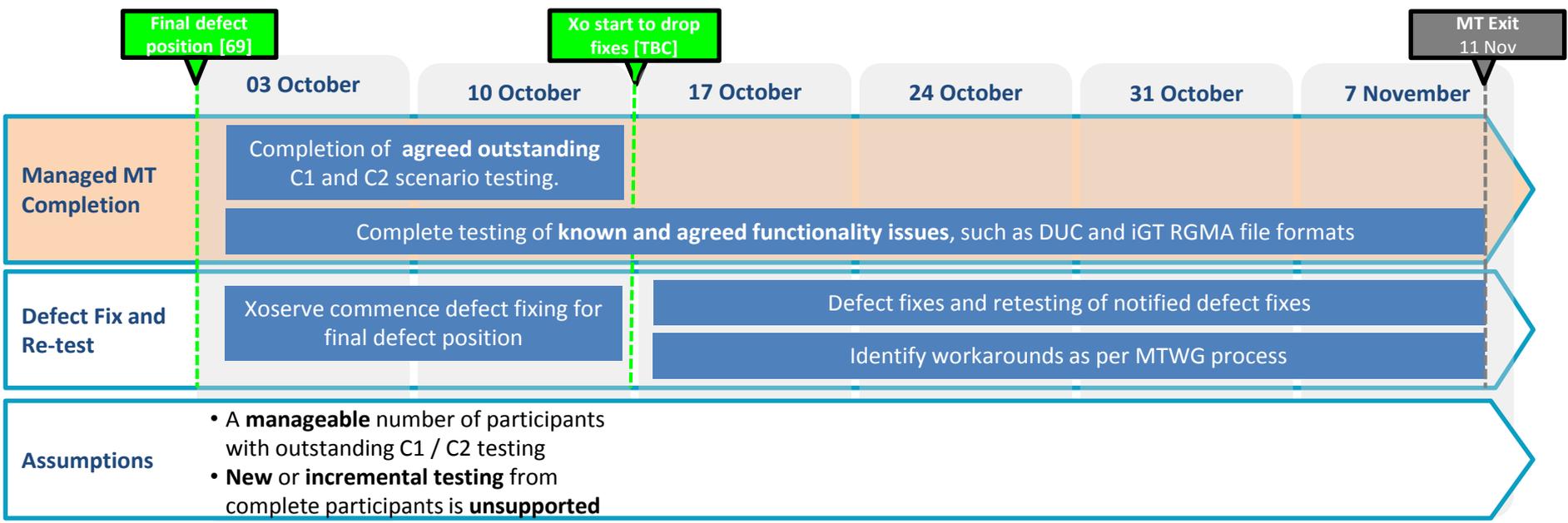
- 1) SSP lists the general topics covered at their meetings
- 2) TPG, MTWG and DMG lists the topics to be covered at their next meeting

Managed Market Trials Phase

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Managed Market Trials Phase

Remedial actions post 30 Sep 16 will be required to allow a number of participants to complete key elements of their testing. There will be a notable step change to MT as we transition into a phase of managed 'ramp down' of MT activity.



- Approach to mobilising managed MT phase:**
- Proposed test plans received from 16 organisations to build overall managed test phase scope definition.
 - Test plans to be reviewed and agreed with each organisation during w/c 26 Sept 16.
 - Organisations reporting 'Red' in the 23 Sept 16 portal submission but with no test plan may be escalated to Ofgem.
 - The overall test scope definition to be reviewed with Xoserve on 27 Sept 16 to confirm supportability.
 - From 3 Oct 16, PwC will commence close monitoring of test execution with each organisation.

MT Defect & Query Support (3rd Oct to 11th Nov)

- Defect and business process query support continues for outstanding C1 & C2 scenario testing up to 14th October where these have been detailed in their test plans to PwC
- The PwC test reference must be quoted for the defect/query to be accepted
- Defects/queries raised without this reference or for non-critical scenarios will be rejected
- Xoserve will provide defect and query support for outstanding functional testing (DUC, iGT RGMA file formats) where the process sits with Xoserve. PwC test reference must be quoted
- Defect and query support will be provided by Xoserve for participants retesting their defect fixes where the participating organisations have submitted these plans to PwC and quote the PwC test reference number

Communication

- 9.00am Progress calls ceased and will recommence for Regression Testing
- Daily e-mail to be sent during the defect window to all primary and secondary contacts advising of progress against the defects
- An update call will be held every Friday, in place of the prioritisation call, to discuss :
 - Progress against each category
 - Priority of any new defects raised or any defects re-opened
 - Particular issues
 - Agreement of defects which cannot be fixed
 - Workaround required
 - To be accepted into production without a workaround
- Individual communications will still continue regarding specific defects and their resolution

MT Activity 1st Oct to 11th Nov 2016

Activity	03 October	10 October	17 October	24 October	31 October	7 November
Defect Fixing	Xoserve concentrated period to resolve outstanding defects raised up to 30 th Sept.		Defect resolution for agreed outstanding defects in priority order and any new defects encountered in limited C1/C2 testing activities.			
Defect Retesting	Participants retest fixes deployed by Xoserve prior to 3 rd October		Participants with outstanding defects retest fixes deployed by Xoserve from 17 th October			
C1 & C2 scenario testing (limited participants)	Completion of agreed outstanding C1 and C2 scenario testing (where no defects are outstanding).					
Functional Testing	Functional testing of outstanding items (DUC changes, NRL file, iGT RGMA file formats)					

Planning assumption is MT activity can be completed by 11th November to enable the delivery of the wider programme plan. This is deemed to be achievable based on the submissions received by 23rd September.

Market Trials Code Stability Definition

Sep 16

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Context

- Xoserve have been tasked with defining 'Market Trials (MT) Code stability' – The achievement of associated criteria being required ahead of entry to Market Trials Regression Test
- We have a number of CRs progressing through the IA and delivery lifecycles, these have been classified on their impact to achieving code stability for MT
- Should the definition of MT code stability change, reclassification of changes may be required with potential impact to MT Regression test start date

Objectives of MT Code Stability:

- ✓ Provision of stable code to enable a 'clean' run during MT Regression Testing – Building stakeholder confidence in the solution
- ✓ No changes to code undergoing MT Regression testing (Or impacting Market Trials critical C1/2 processes)



What is needed to achieve MT Code Stability?

- 1. All Change Requests that have been identified as impacting Market Trials scope, have been delivered, User Acceptance Tested, and deployed into the Market Trials environment.**
 - 3 CRs are currently judged to impact Regression Test scenarios and will be delivered ahead of MT Regression test, with a deployment date of 6th January 2017:
 - CR 220 File Format Changes – GAS ACT OWNER
 - CR 230 File Format Changes – EWS FILE TO NG EMWS
 - CR 252 US FF Changes
- 2. All defects that have been agreed to be fixed during the MT defect fix period have been fixed, retested and deployed into the MT environment.**
 - The current scope of these is expected to consist of:
 - P1, P2 & Exceptional P3 defects raised within Market Trials and Non-functional test phases



What happens after we achieve MT code stability?

- During MT Regression Test, changes are proposed to be limited to:

Functional defects

- P1/P2 – Fixed
- P3 – Not Fixed, unless the defect (or combination of P3 defects) results in an unsustainable workaround position*
- P4 – Not Fixed (Deferred)

Non- Functional defects

- P1/P2 – Fixed
- P3 – Not Fixed, unless the defect (or combination of P3 defects) results in an unsustainable workaround position***
- P4 – Not Fixed (Deferred)

Functional Changes

Not permitted unless:

- Workarounds cannot be identified**

Where functional changes are judged to be required;

- Xoserve will IA the change
- Visibility will be provided to industry participants via MTWG / PNDG / PNSG, with an opportunity to feedback impacts
- Controlled code drops will be used with release notes published

Non- Functional Changes

(Inc. Data & Transition related changes)

Not permitted unless:

- Workarounds cannot be identified**

If there is an impact to MT Reg. test scenarios;

- Changes will be treated as 'Functional' Changes
- Changes will be delivered into predefined and controlled drops with release notes published

* Noting discussions are in flight in MTWG around the acceptable number of workarounds. Programme assurance will be provided to ensure that defects align to the declared Priority criteria.

** Workarounds will be defined by Xoserve (or MTWG if Industry impacting)

*** It is assumed that Non functional defects not impacting code (e.g. capacity increase or data migration) will still be fixed, if required



GONG Governance and Approach

05 Sep 16

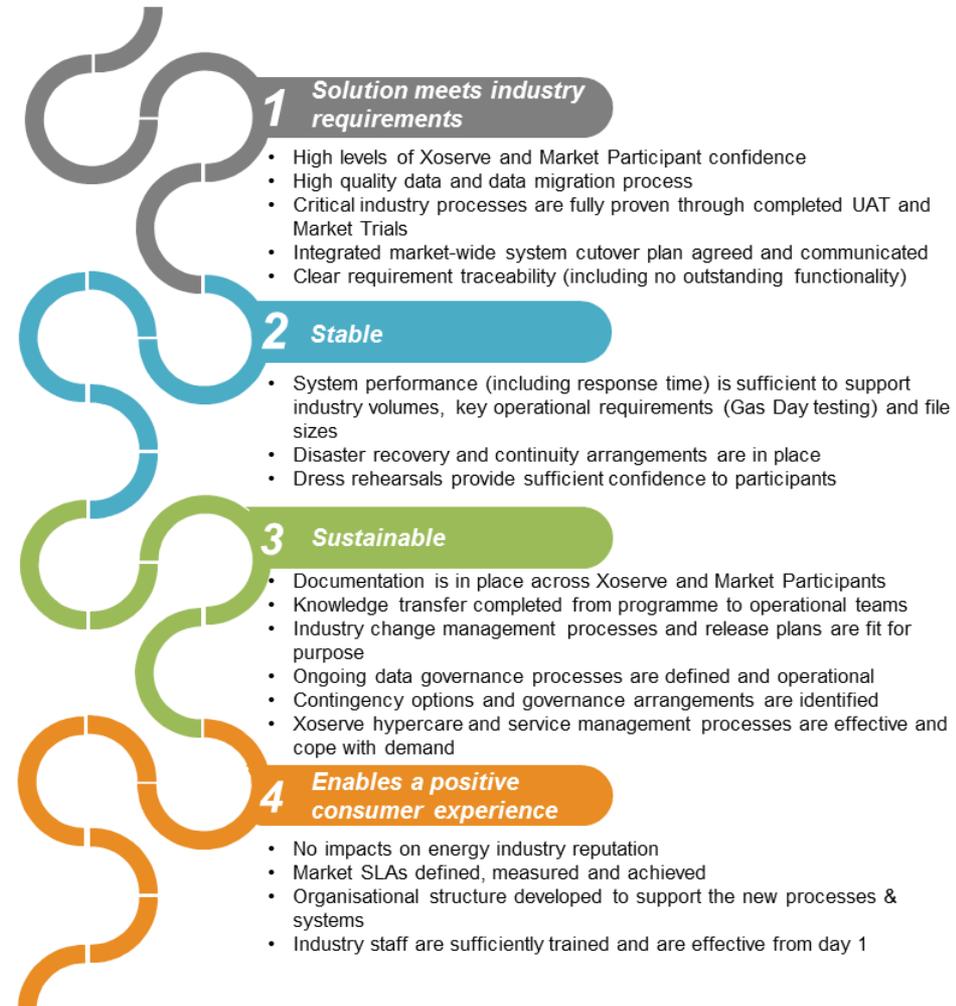
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Introduction

- This paper has been created to set out the programme governance that is required to be followed to enable the GONG criteria to act as a gateway to the live environment.
- Over 40 market participants will send and receive files to Xoserve. The introduction of Nexus will require the participant to update their own IT systems to accommodate the new files.
- At the point of Nexus deployment, it will not be possible to roll back if an issue is encountered due to the number of participants making changes and so a fix forward approach will be adopted.
- To mitigate this risk, the evaluation of the programme's readiness to cutover can be determined through Go/No Go (GONG) criteria.

Nexus Success Factors

- Project Nexus is underpinned by a set of Success Factors (see right) which have been defined to support the industry in measuring the success of the project.
- The GONG criteria provide the industry with the ability to demonstrate that they can meet the Success Factors.
- To measure the GONG criteria, a framework was created and issued as part of the Ofgem consultation on 2 June 16.
- It is expected that the industry are able to provide evidence to demonstrate completion of the GONG assessment and are ready for deployment.



GONG Principles and Evidence

- In designing the GONG Assessment Framework and the associated criteria, the following principles have been adhered to:
 - **Self Assessment** – Participants to assess their position and submit via the Nexus Assurance Portal;
 - **Independent Assurance** – PwC to continue to provide assurance over the self assessment submission made by the participants;
 - **Interim Assessments** – Three assessments will track the readiness of Nexus for go live however, it is envisage that regular interim check points will be required in order to monitor progress towards these assessments;
 - **Focused** – Focus will remain on market-critical processes and achieving the Project Nexus Success Factors; and
 - **Evidence Based** – Measurable and demonstrable criteria.
- The evidence to meet the GONG criteria has been defined. The intention is to circulate the criteria and supporting evidence as part of an upcoming Nexus Portal submission for the industry to confirm whether they can supply the evidence or not.

GONG Funnel

- To assess the GONG, activities within the delivery plan required to be completed. Successful completion of the activities demonstrates that the system can meet the Nexus Success Factors.
- The GONG funnel (see right) illustrates how the different Nexus worksteams (e.g. Market Trials, Data, Transition, Service Operations) contribute towards demonstrating the system's readiness.
- As the milestones are met, the output from the activity can contribute to meeting one or more of the Nexus success factors resulting in evidence to demonstrate that the system is ready for deployment.



Assessment Gates

- To track the progress against the GONG criteria, 3 formal Assessments will be incorporated into the delivery plan which culminate in a final GONG decision.
- These assessments will be aligned to key milestones in the plan that provide confidence the system is working as expected.

Assessment	Milestones	
GONG Assessment 1	Market Trials Complete Near Term Release Approach and Schedule Xoserve Support Model Approach	Gas Day Testing Complete IDR 1 Complete Participant Support Model Approach
GONG Assessment 2	IDR 0 Complete Bulk Load 2 Complete	IDR 2 Progress Check MT Regression Complete
GONG Assessment 3	IDR 2 Complete IDR 3 Progress Check	Market Participant Support Model in Place Xoserve Support Model Progress Check
GONG Decision	IDR 3 Complete Xoserve Support Model In Place	

- The Assessments will be used by the PNSG to gain an indication of progress towards a GONG decision and whether to proceed with the delivery. If the progress is not being met, then it provides an opportunity for corrective measures to be employed.

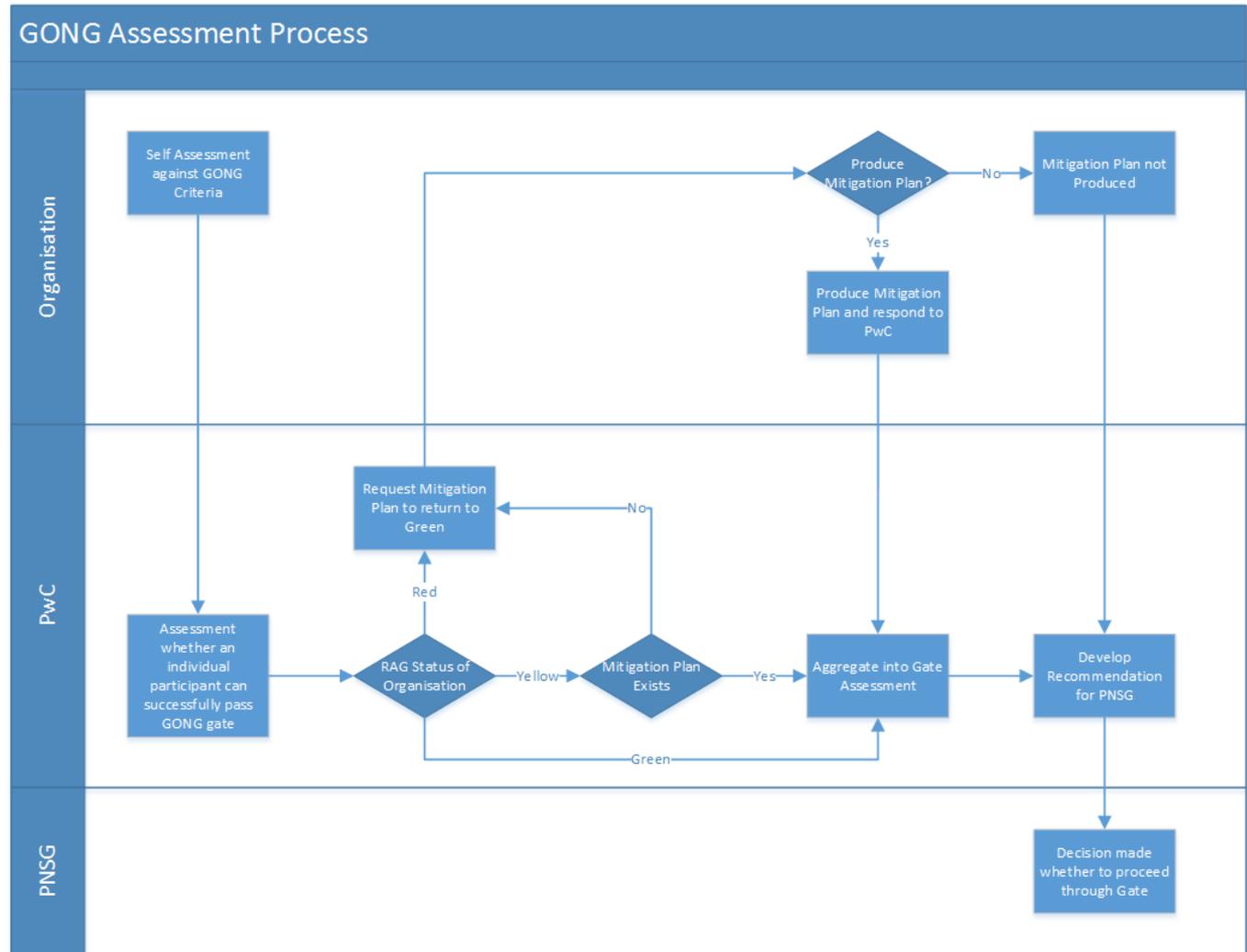
Interim Self Assessments

- To track progress against the GONG criteria, Xoserve and the Market Participants will be required to complete a self assessment of their readiness against the GONG criteria.
- The self assessments will take place on a fortnightly basis using the PwC Project Nexus Portal.
- The self assessment will entail the organisation assessing their attainment of criteria relevant to that assessment point and provide a forecast assessment for future points.
- PwC will collate the results from the self assessment and report progress of the GONG readiness at the PNDG.

Assessment Process

- Each **Assessment** has a set of evidence to demonstrate that the organisations will need to individually produce to demonstrate readiness for go live.
- At each self assessment, organisations will need to assess using a RAG whether they can meet the evidence for the forthcoming gates:
 - **Green** – meaning that the criteria have been attained (or for future assessments are projected to be attained);
 - **Amber** – meaning that the criteria have not been attained (or for future assessments are projected not to be attained) but, a credible mitigation plan exists to either bring attainment of the criteria back on track without affecting the critical path or develop a work around that will allow the participant to proceed in absence of attainment; or
 - **Red** – meaning that the criteria have not been attained (or for future assessments are projected not to be attained) and a credible mitigation plan does not exist. In other words, based on their current plan, the organisation will not be ready for go-live.

- The process to the right will be used at each assessment to provide a recommendation to the PNSG whether the assessment can be passed.
- In the event of a assessment not being passed, corrective action will need to be taken to develop a plan to return to green.



Next Steps

The next steps for the GONG process are as follows:

- **Evidence questionnaire** – In October PwC will request that the industry review the evidence required to meet the GONG criteria and confirm whether they will be able to supply the evidence.
- **Initial GONG gate** – December – The self assessments will commence at the end of November with the first GONG checkpoint gate occurring on 22 December.

Risks & Issues Advisory Group

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Contents

- Background
- Overview of the Risks and Issues Advisory Group
- Role of the Risks and Issues Advisory Group
- Constitution of the group
- Cycle of meetings
- Next Steps

Background

- A number of participants have expressed concerns with the current governance structure – particularly the lack of a face-to-face PNDG.
- Concerns are not universally expressed across all participants with some supporting the WebEx format.
- The original proposal was for a smaller constituency based PNDG. The idea behind this was to form a cohesive group of project managers that could work together to jointly problem solve.
- This proposal was rejected by participants in favour of an all party PNDG
- We have been considering how best to move forward on this issue and have developed a number of options set out on the next page.

Background

1

Continue broadly as is

Continue with the current format and seek to further drive detailed discussion down in to the working groups. Hold ad hoc PNDG meetings face-to-face at critical points in the project.

- Attendance at existing groups needs to be revisited
- Provides ability for face-to-face at critical points e.g. during re-planning
- Lacks small group of PMs to take ownership and leadership

2

Original representative PNDG model

Dispense with the current PNDG format and form a representative PNDG as originally proposed.

- Loose current all hands broadcast
- Provides focused small group of PMs to take ownership and leadership
- Constituency based

3

PREFERRED OPTION:

Risk and Issues Advisory Group

Form a group that meets prior to each PNDG meeting to review programme risks and mitigations as an input to the PNDG.

- Maintain current all hands PNDG broadcast
- Provides focused small group of PMs to review programme risks and provide the PMO and Xoserve advice and guidance on completeness of risks and mitigations
- Non Risk Advisory Group members have visibility and opportunity to engage through PNDG as now

4

Re-purpose PNSG

Repurpose the PNSG into a PM forum. Adjust attendance accordingly

- Provides focused small group of PMs to take ownership and leadership
- Loose steering function of PNSG

5

All hands face-to-face PNDG

Run all PNDGs face-to-face with all hands invites

- Inefficient use of time
- Favours large organisations
- Lacks a small group of PMs to take ownership and leadership

Background

1. We propose to move forward with option 3. The formation of a Risk and Issues Advisory Group
2. The key rationale for this is as follows:
 1. Provides focused group to meet regularly and take ownership of risks and issues
 2. Provides transparency through existing PNDG meetings
 3. Allows PMO and Xoserve to engage with and leverage broader participant expertise
3. The remainder of this pack sets out:
 1. An overview of the Risks and Issues Advisory Group
 2. The role of the Risks and Issues Advisory Group
 3. The constitution of the group
 4. The cycle of meetings
 5. The next steps

Overview of the RIAG

Meeting format



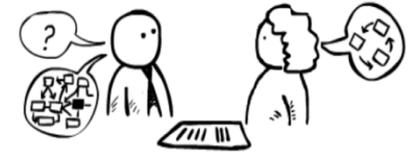
Face to face discussions

Focus of meeting



Identifying key risks and issues
and problem solving

Output of meeting



Action plans and proposed
mitigations

Frequency



Fortnightly

Attendees



Group of about
10 - 15 people

Duration



Typically 3 hours. Longer
sessions required at key
points

Role of the RIAG

Objectives:

- To identify risks and issues.
- To make recommendations to the PNDG on mitigating actions
- To manage and track execution of mitigating actions

By:

- Bringing cross programme expertise and experience to bear on programme issues and risks.
- Drawing on the collective experience of participants in problem solving and ensuring that key risks and issues are appropriately dealt with

While ensuring that:

- Existing governance bodies remain fully informed of issues, risks and mitigation actions and options.

The group is advisory only and holds no decision rights.

Constitution of the group

- The group will consist of project managers from across Nexus who have responsibility within their respective organisations for delivery.
- The group will not be constituency based in the same way as PNSG or MTWG. However we will aim to include at least one participant from each constituency group providing a suitably qualified individual is able to make the commitment required.
- Participants not on the group will be able to input their points of view through PNDG, PNSG, directly to the PMO/Ofgem or via a group member. The onus will be on participants to do this pro-actively rather than on group members actively soliciting input from constituents.
- Ofgem will attend in order to provide a

‘whole of industry’ perspective

Individuals on the group must:

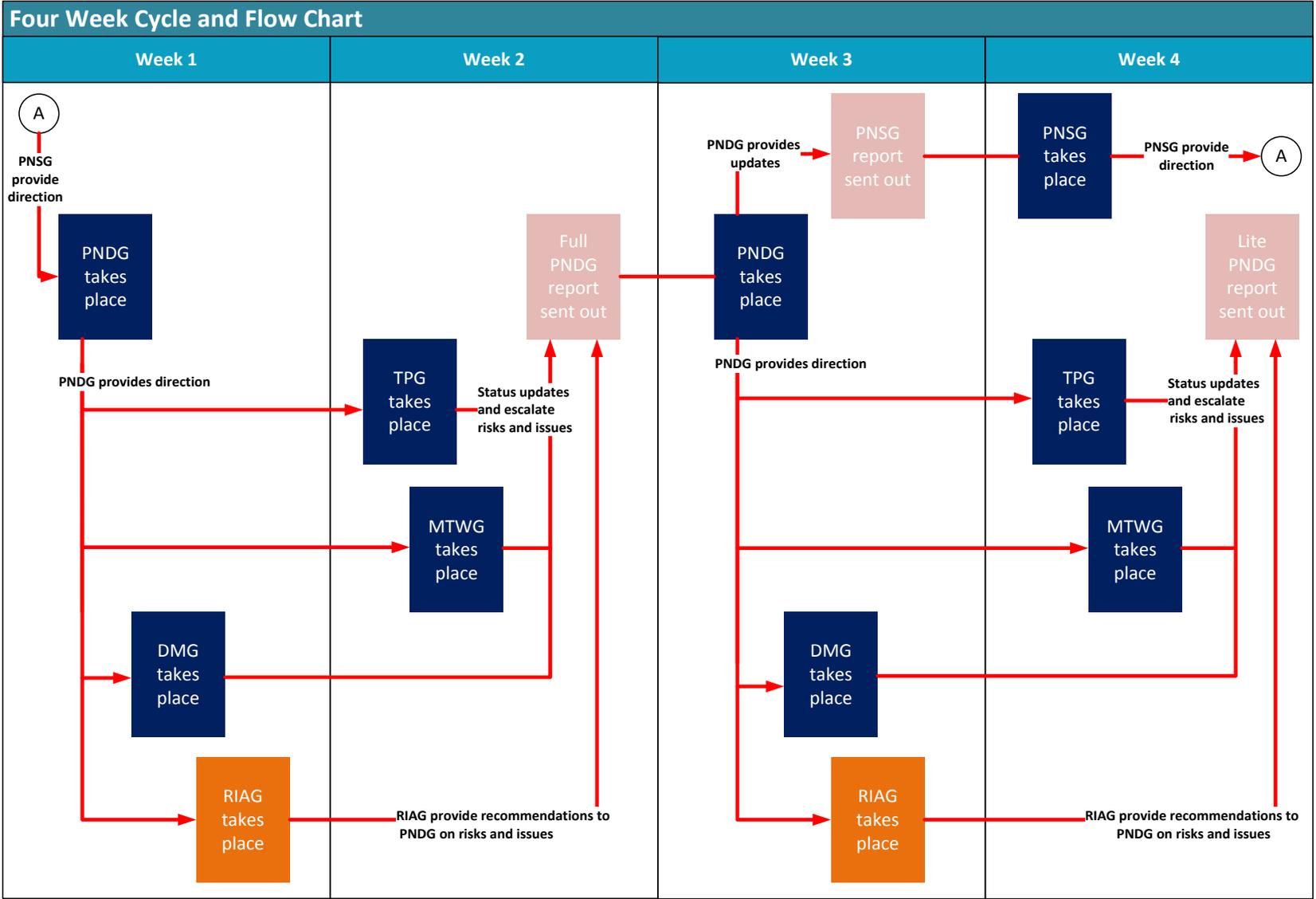
- Commit to face-to-face meetings every 2 weeks (possibly greater frequency to begin with)
- Commit to active participation and contribution both during and between meetings

They must bring:

- Project management experience
- Experience of managing complex projects
- Problem solving mentality
- Commitment to ownership of problems and solutions

Group membership will be determined by Ofgem in consultation with the PMO

Cycle of meetings



Next steps

1. Confirm membership of the group
2. Schedule first meeting
3. Mobilise and hold first meeting

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