

Project Nexus Steering Group [PNSG] Status Report

30 September 2016

ofgem

Agenda

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Minutes can be found on the **ofgem** website at:

<https://www.ofgem.gov.uk/gas/retail-market/market-review-and-reform/project-nexus>

PNSG Programme Summary

Overall Summary: This page is prepared against V1.0 of the plan which shows a go-live date of 01 Jun 17 and will be considered by the PNSG on 30 Sep 16. The inclusion of contingency in the plan, removal of parallelism and the inclusion of remedial MT activity for selected participants results in an improvement in overall RAG status of the plan. This plan is currently rated Amber / Green due to Market Trials and Data. The plan would return to Green with an agreed plan for MT managed activity, confirmed defect fix dates, completion of IDR1 (including all data loads) and evidence of improvements to iGT data.

Status Since: 27 Sep 16



Status

Baselined
Plan

Trend

Project Delivery

Market Trials

Data

Transition

GONG

Commentary

Against a 01 Jun 17 go-live the RAG status of Project Delivery is Green:

- Stress Testing now aligns to the June 2017 plan with defect resolution continuing and cycle 3 due to start from 26 Sep 16 .
- The start of Gas Day Testing is dependent on the end of stress testing.
- There is no immediate impact on the programme's critical path if either of the above are delayed.
- UAT defect fix and retest runs up to the end of September. There is no impact on the critical path.

Against a 01 June 17 go-live, Market Trials is rated as Amber/Green: The portal submission from 23 Sep 16 shows participants moving from an Amber status to either Red or Green against a 30 Sep 16 completion date.

For selected participants who have not completed testing, a period of managed activity has been included within the plan. Activity in this period will be based on the tests still outstanding on 30 Sep 16. Selection of participants is not guaranteed and activity undertaken in this period will be closely monitored. Confirmation from Xoserve of their capacity to support the managed MT activity will also be sought this week.

The achievement of MT milestones is dependent on the timeline for target defect fix dates and subsequent re-testing within the managed MT test phase window . This is currently being analysed as part of the managed MT activity.

The 01 Jun 17 go-live affords additional time and contingency for the migration, reconciliation and business validation of the necessary bulk and delta load data. Two key milestones have recently been passed:

- IDR1 Delta Prep and iGT Test Cycle3 completed with proposed defect fixes targeted for resolution within IDR1.
- IDR1 go decision reached with source data cut extracted in readiness.

The Data workstream is however rated Amber due to two risks:

- Successful completion of delta testing as part of IDR1. This is underway but remains a risk.
- Loading and reconciling iGT file submissions; this area did not show improvement month to month. However DMG have an agreed mechanism in place to address this.

Successful completion of delta testing in IDR1 and evidence of improvements to iGT data following adoption of the 'ways of working' document will allow this pillar to move to Green.

Against a 01 Jun 17 go-live, the RAG status of Transition is rated as Green:

- The approval of the Communications approach is being sought to allow baselining.
- Xoserve PIS approach walkthrough was held on 07 Sep 16 and aims to internally baseline by 30 Sep 16.
- A time extension is sought from TPG to allow additional time for comment, on the 'Industry Transition and Industry cutover principles and behaviours' document.
- The draft Contingency planning has been shared with TPG and feedback received.
- A TPG took place on 27 Sep 16 covering contingency planning and the industry plan.

On watch is the progress and completion of IDR1 which is currently underway. A failure to complete IDR1 could result in a downgrade to Amber.

Preparations are underway to commence the first GONG assessment later this year. Participants will be asked via the portal to start providing a RAG status against this assessment during December. Once RAG statuses are received the workstream will be given an overall RAG status based on the ability of participants to pass through the GONG gate.

A questionnaire describing the supporting evidence that will be required for GONG will be released to the industry via the portal during Oct 16.

Action

A121 – A123, A130 –A134, A136, 138 - 147

A044, A45

Lead

Sandra Simpson & PwC

Martin Crozier

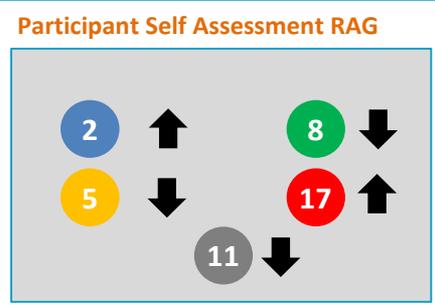
Andy Howe, John O'Keeffe

Philip Russ

Martin Crozier

Market Trials Dashboard

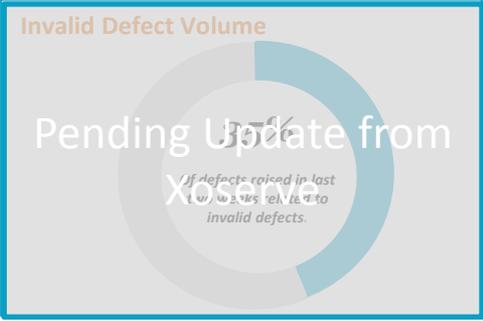
Based upon the Project Nexus PwC portal Submission: As @ 23 Sep 2016



Xoserve Defect and Query Volumes

Category	Current Open	Open Last Period
Defects	75	69
Queries	46	24
Internal Defects	52	84

Pending Update from Xoserve



Defect Prioritisation

Category	Last Week
# of Submissions	14
Priority Defects Resolved	9

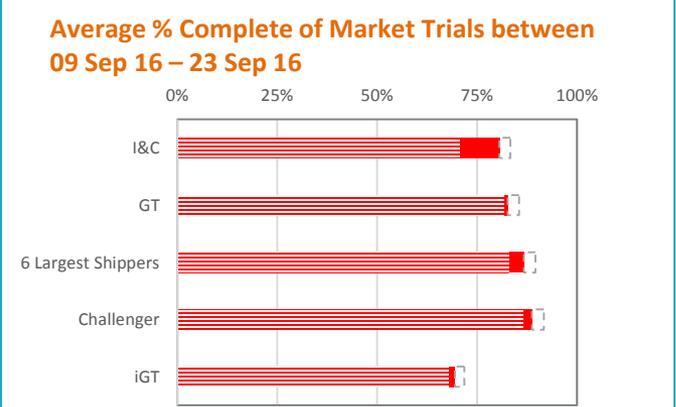
n	Participants unlikely to meet MT exit	■	Run rate is progressing On Track
n	Off track, remediation required to hit MT exit	■	Significantly below the required run rate
n	Participants on track with test schedule	■	Progress at portal Submission
n	Participants completed test schedule	■	Behind required run 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.
- 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.
- Once baselined PwC will actively manage participant 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.



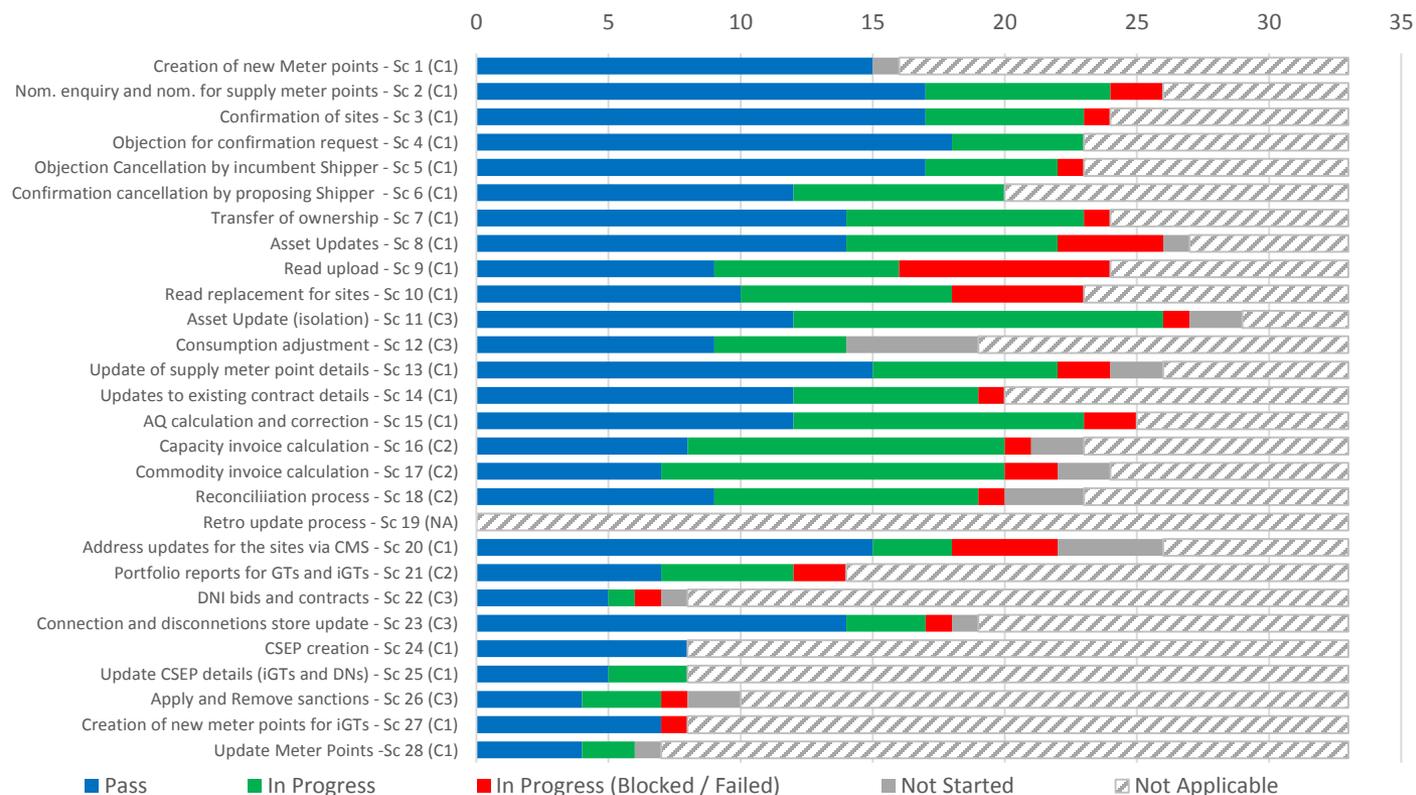
MT Scenario Dashboard

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

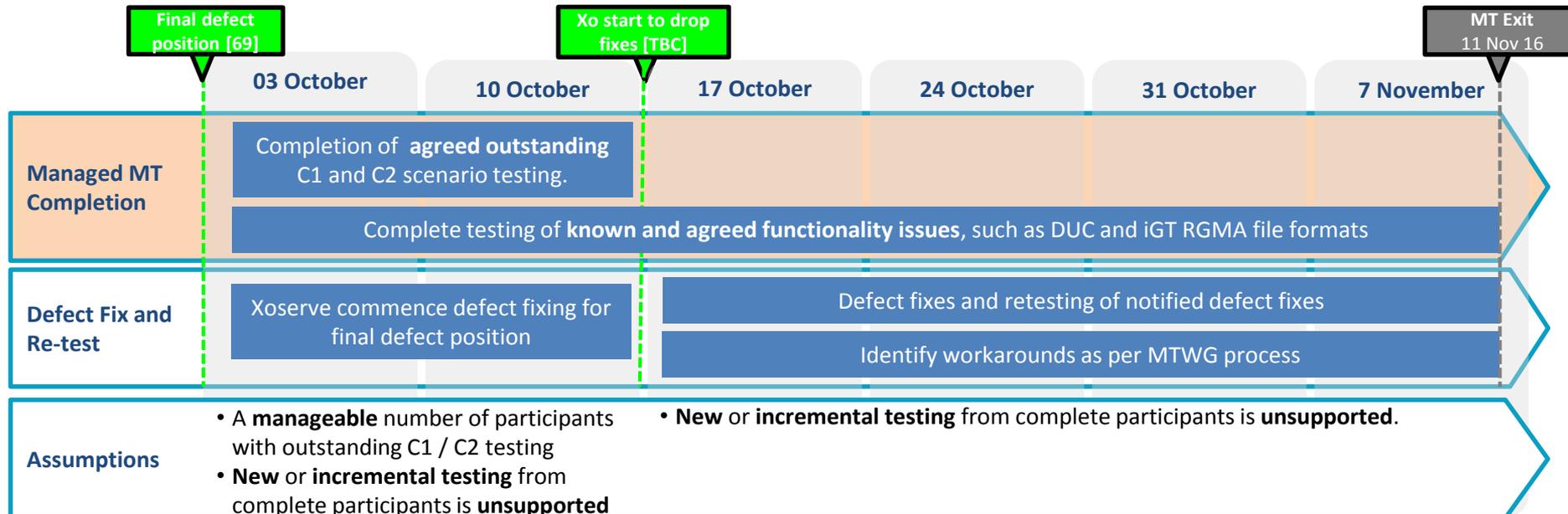
- 15 participants have 'Passed' 10 or more scenarios, up from 11 previously.
- Scenario 9 has the most participants 'Blocked' or 'Failed' with 8 participants impacted, up from 6 previously.
- Scenario 8 now only has 4 participants 'Blocked' or 'Failed', down from 8 previously.
- Every scenario has at least 4 participants 'Passed', up from 3 previously.
- 15 Scenarios have more than 10 participants 'Passed'
- Scenarios 12 and 20 have the highest numbers of participants 'Not started' testing with 5 and 4 respectively.



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

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 20 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 will 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.

Update on risks and issues

The following risks and issues have been removed from this report, as their relevance has changed when considering a 01 Jun 16 plan. All risks and issues are being reviewed against the new plan. The new RIAG group will be actively involved in this process.

- R011- *Risk that the transition approach may not support a high quality, low risk implementation.*
- R044 - *Risk that a lack of readiness of individual participants could cause adverse impacts on other participants during programme operations.*
- R053 - *Risk that the programme will fail to exit market trials by 30 Sep 16.*
- R054 - *Risk that iGTs will not be able to complete market trials by 30 Sep 16.*
- R055 - *Risk that the exit criteria for MT cannot be met because there isn't enough time to fix defects.*
- R056 - *Risk that it is not possible to compile an agreed position on which defects will and will not be fixed by the start of the defect fix period.*
- R057 - *Risk that there isn't enough time for Xoserve to complete load of additional dummy data for regression testing.*
- 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.*
- R061 - *Risk that participants may not be able to sign off mandatory scenarios 9 and 10 in market trials.*

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	 16	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 is currently under discussion with PwC. 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	Current Rating: Likelihood: (4) Impact: (4)	12 Oct 16		2) MTWG	

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>8 <i>Rating:</i> <i>Likelihood: (4)</i> <i>Impact: (2)</i></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>1) Xoserve</p>

Market Trials - Action Log

Action #	Action	Progress	Owner	Status	Due	Forum
A138	<p>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>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) and (iii) to be completed by Xoserve. Following this the actions will be discussed at the subsequent MTWG.</p> <p>The due date has been updated to reflect the deadline for this action in MTWG.</p>	Xoserve		<p>26 Sep 16 → 28 Sep 16 → 05 Oct 16</p>	MTWG

Appendices

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Plan on a Page (Industry Plan)

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Plan Confidence - Dashboard

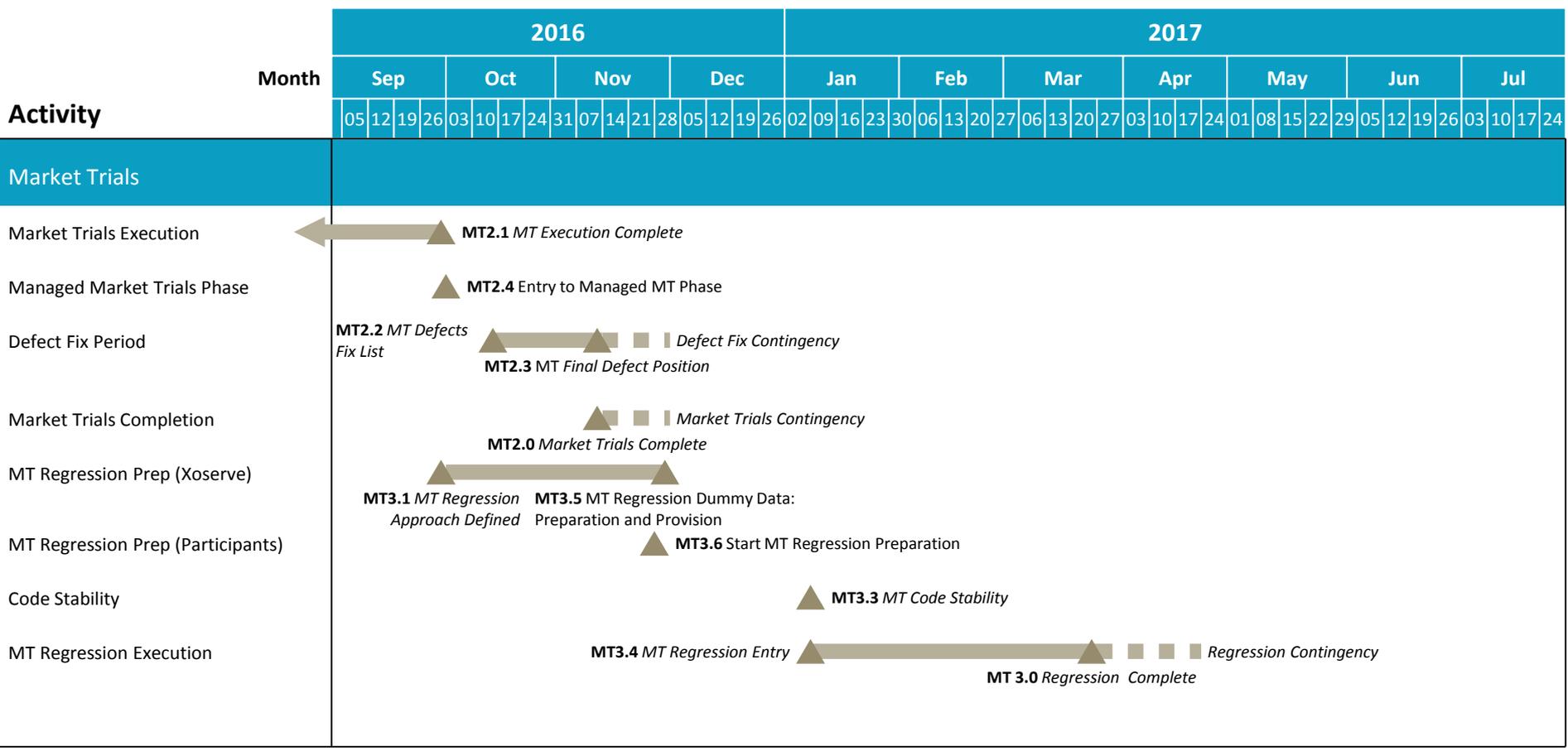
 Improving
  Deteriorating
  No change

Area	Criteria	Desired outcome	Due Date	Last Period	This Period	Trend	Comments
Xoserve plan	Assurance	Plan assurance complete (PwC).	16 Sep 16	In Progress	In Progress	↑	Minor amendments made following Xoserve CFO review and now awaiting final Xoserve comment.
Xoserve plan	IDR	NED checkpoint 1: Post-IDR1 NED performance (time and quality).	09 Oct 16	Not Started	Not Started	-	The anticipated start date has been identified as the 30 Sep 16.
Xoserve plan	Delta	Delta checkpoint 2: Post-IDR1 Delta performance (time and quality).	09 Oct 16	Not Started	Not Started	-	
Xoserve	Functionality	Remaining functionality delivered to plan. Clarity on changes.	TBA	↑	↔	↔	Aug functionality was delivered with the exception of 2 CR (DMSP only) deployment of which are being reviewed. Remaining 3 CR are under impact assessment by Xoserve.
Market Trials	New defect rate	Sustained reduction in new defects raised rate.	Weekly	↔	↓	↓	The number of defects opened increased to 19 from 16 in the previous report.
Market Trials	Defect closure rate	Sustained increase or sustained performance on defect closure rate.	Weekly	↓	↑	↑	Closure rates increased to 33 from 20 the previous report.
Market Trials	RAG assessment	Portal submission showing a participant MT RAG status that indicate a clear majority of participants can complete.	23 Sep 16	↑	↓	↓	17 participants reported red RAG statuses indicating a significant number will not complete their planned MT testing. PwC are analysing the scope of planned managed testing post MT execution.
Market Trials	MT Completion run-rate	Portal submissions showing sustained increase in run-rate that allows confidence in a forward prediction.	23 Sep 16	↓	↓	↓	Run rate decreased to 1.3% from 3.3% reported over the last period which is short of the percentage needed to complete. Note: Managed MT activity has been planned subsequent to this.
Industry Plan	Assurance	Participants have reviewed the plan.	30 Sep 16	Not Started	In Progress	↑	Constituent meeting feedback indicates increased comfort over the deliverability of the Xoserve portion of the new plan. Concern remains over completion of MT and remediation activity.

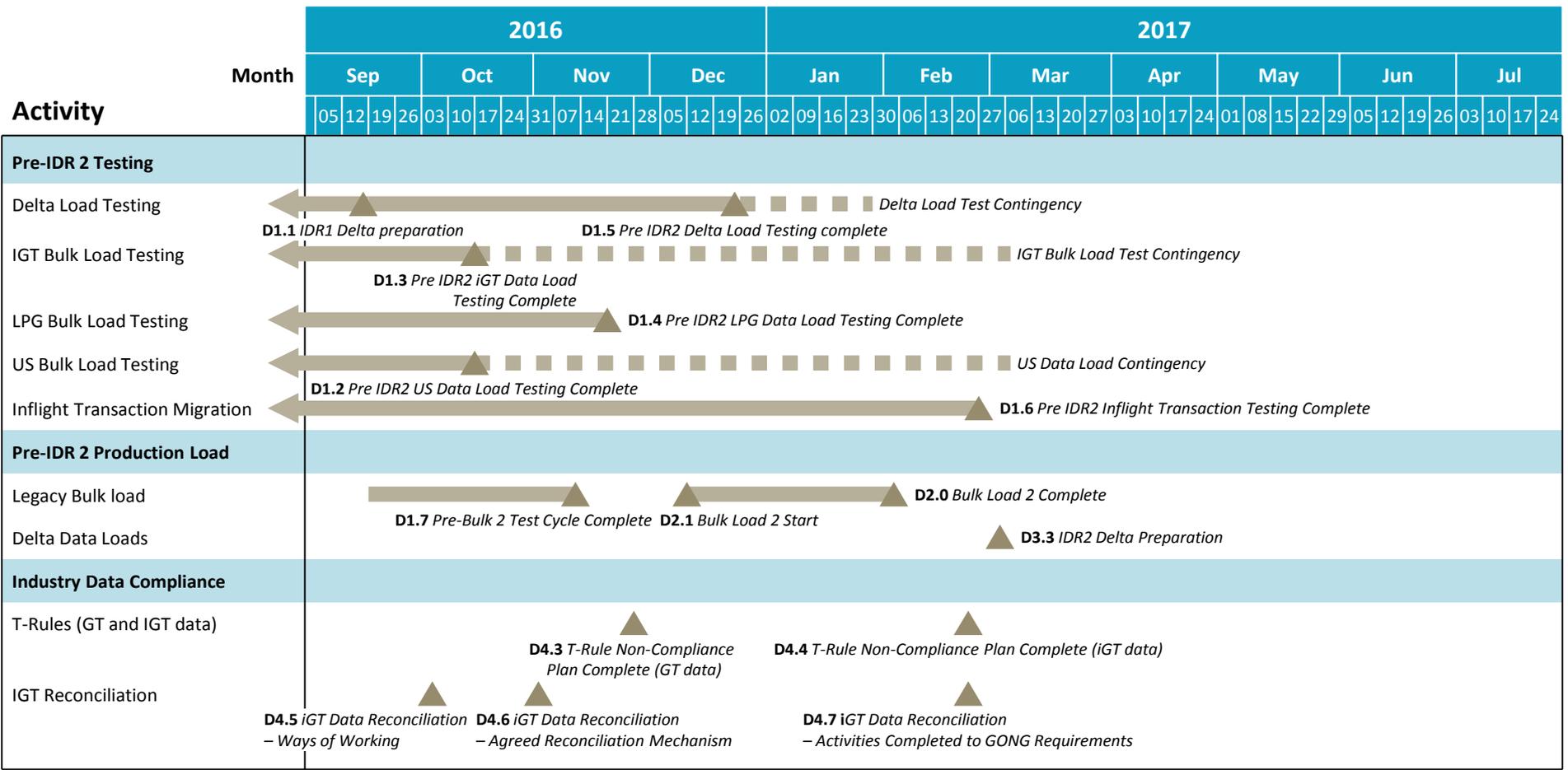
POAP Approval Decision

#	Decision	Status	Due Date	Areas of Programme Affected	Comments	Outcome
D007	PNSG are requested to approve the V1.0 POAP.	Open	30 Sep 16	Project Nexus Programme	<p>The PSNG are requested to endorse the amended re-baselined plan against a 01 Jun 17 go-live date.</p> <p>The POAP has been communicated with all Market Participants through the constituent workshops to enable any issues to be raised. No issues of note were raised by those attending or through subsequent emails or working groups (see key themes slide for detail).</p>	Pending

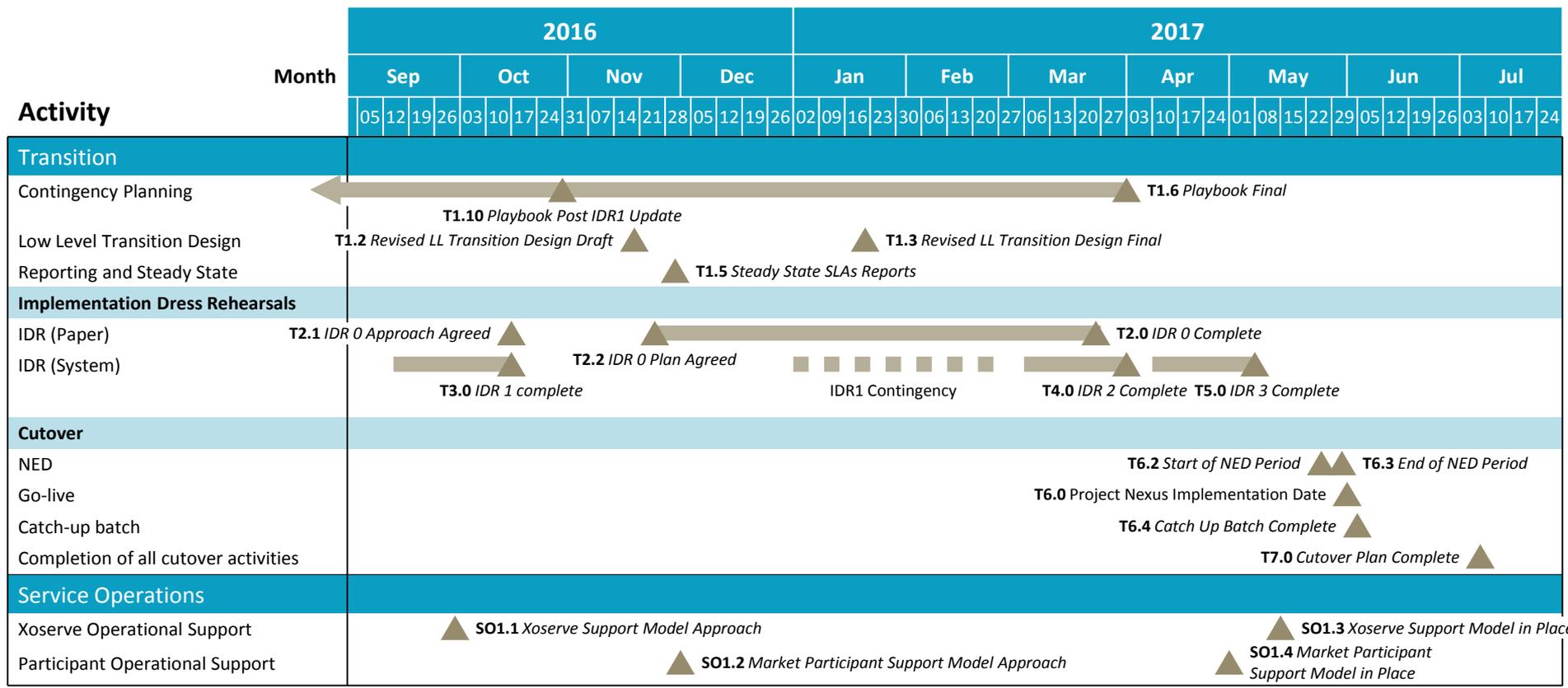
POAP V1.0 Industry Plan



POAP V1.0 Industry Plan



POAP V1.0 Industry Plan



Constituent Workshop Themes

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Themes of comments on v0.4

Common Theme	Response
How will Market Trials end and when?	<i>Market Trials in their current form end 30 Sep 16. There is a period where the completion of agreed C1 and C2 scenario testing will be conducted through a managed phased. In addition to this there is a one month period to complete testing of known and agreed functionality issues (e.g., DUC and iGT RGMA file formats) as well as complete retesting of defect fixes. All of this conclude 11 Nov 16.</i>
When will regression testing start and finish?	<i>Regression testing is scheduled to start 9 Jan 17 and will conclude on 24 Mar 17. This is in line with the 2 month, 2 week duration requested by MTWG. There is a one month contingency to 21 Apr 17.</i>
When will the code be stable and how is this being defined?	<i>The definition of code stability has been agreed by Xoserve and PwC and will be shared wider with the principles being shared with PNSG on 30 Sep 16 and then shared wider with the industry. The Market Trial environment will achieve the criteria set out in the code stability definition prior to Regression testing starting.</i>
What is the status of iGT data loads?	<i>The iGT/DM CSEP dataset (~2m) has recently exited the iGT NED test cycle with data defects reducing by 35%. The next test for the iGT data loads is during iDR1 which will also be used to monitor performance timings of the Extract, Transformation and Load activities. A 20 week test contingency window exists within the Jun 17 plan to perform additional cycles should the need arise.</i>
What impact is there on a weekday or weekend go live date?	<i>The analysis completed by Xoserve on a weekday versus weekend go live indicates there is minimal change in the activity for Xoserve, although the catch up approach/window will alter due to an anticipated higher volume of files immediately post go live. Market Participants will need to complete their own analysis for their own organisations and notify Ofgem and the PMO if this is not manageable and a risk or issue needs to be raised for the programme.</i>

Themes of comments on v0.4

Common Theme	Response
What level of confidence is there in the new plan? And how will this be reflected in the new reporting (e.g. RAG individual milestones, pillars, months)?	<p><i>The new plan (v1.0) includes changes to address the risk concerns of the previously published plans which had red RAG statuses due to parallelism and lack of contingency. This plan achieves the goal of a green/amber assessment with added contingency to mitigate risk. Through the established governance processes and meetings the status will be monitored and managed throughout the programme with RAG assessments on each milestone and pillar.</i></p> <p><i>In addition to this high level Industry Plan, further detail has been built out by Xoserve for their activities, and each of the working groups (i.e. Market Trials Working Group (MTWG), Data Management Group (DMG), Transition Progress Group (TPG)). Market Participants are expected to have their own programme plans aligned to this new version (v1.0).</i></p>
How does this new plan address the risk and constraint areas in the April plan?	<p><i>The new plan (v1.0) includes a go live date of 1 Jun 17 enabling more contingency, additional data loads and shifting of activities to minimise the parallelism in the plan.</i></p>
What amount of sensitivity is there in the plan for the use of contingency (e.g. could MT, IDR, Performance testing move?) in the near term? Are there resources available to support all of the activities?	<p><i>In the near term there is some ability to flex the plan without impacting the 1 Jun 17 go live date.</i></p>
Could the plan push past 1 July 17?	<p><i>There is no plan to consider any date beyond 1 Jun 17 plus the 1 month contingency suggested by Xoserve.</i></p>

Themes of comments on v0.4

Common Theme	Response
<p>What is the change management process for the use of contingency?</p>	<p><i>All use of contingency on the Industry Plan will go through the Project Nexus change management process with decisions made at the appropriate governance meeting</i></p>
<p>Common themes from these comments and the discussion at the Consultation Workshops include:</p> <ul style="list-style-type: none"> • What involvement have PwC and Baringa had in the plan? 	<ul style="list-style-type: none"> • <i>Both Baringa and PwC have completed assurance activities of the new plan (v1.0).</i> • <i>As part of its Client Side Advisor role, Baringa provided due diligence over the Xoserve replanning activities.</i> <ul style="list-style-type: none"> • <i>Assurance has been performed as an iterative process throughout replanning of the central Xoserve delivery plan</i> • <i>Delivery risks have been identified, collated, impact assessed and recommendations made against them</i> • <i>Workstreams were considered both individually and cross-stream to ensure overall levels of parallelism were assessed</i> • <i>Future Baringa CSA reports will assess Xoserve’s progress and ability to meet the new plan</i> • <i>PwC activities addressed the following points:</i> <ul style="list-style-type: none"> • <i>Is the Xoserve plan consistent with the industry wide plan and agreed baseline date?</i> <ul style="list-style-type: none"> • <i>Considering whether they operate from common assumptions and data points</i> • <i>Is the Xoserve plan complete and reasonable – considering:</i> <ul style="list-style-type: none"> • <i>Appropriate level of scope and all the planning elements we would expect based on our knowledge of the programme</i> • <i>Logical dependencies between planning elements</i> • <i>Sufficient time to deliver each planning element.</i> • <i>Is there capability and the capacity to deliver the plan?</i> <ul style="list-style-type: none"> • <i>Considering Xoserve and their supplier resources, in particular specialist/scarce skill sets</i>

Common Theme	Response
<p>What are the expectations on Market Participants throughout the remainder of the plan? <i>Note: this is to inform the resource planning.</i></p>	<p><i>Market Participants are expected to partake in the following activities:</i></p> <ul style="list-style-type: none"> • <i>Complete agreed C1 and C2 scenario testing through the managed phase of Market Trials</i> • <i>Complete testing of known and agreed functionality issues</i> • <i>Complete retesting of defect fixes</i> • <i>Prepare for Market Trial regression testing</i> • <i>Conduct Market Trial regression testing</i> • <i>Participate in Defect Prioritisation process</i> • <i>Participate in IDRO</i> • <i>Participate in Market Trials Working Group (MTWG), Data Management Group (DMG), Transition Progress Group (TPG), Project Nexus Delivery Group (PNDG), Project Nexus Steering Group (PNSG) and Project Nexus Sponsors Forum (PNSF) as appropriate</i> • <i>Participate in ad hoc problem solving sessions as organised by the PMO</i> • <i>Complete Project Nexus portal submissions as requested by PMO throughout market trials, regression testing and the GONG assessment period</i> <p><i>Additional detail can also be found in the following documents</i></p> <ul style="list-style-type: none"> • <i>Market Trials Exit Criteria</i> • <i>Regression Approach</i> • <i>GONG Criteria</i>

PwC Plan Assurance

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PwC Plan Assurance

Plan Assurance Objectives: Plan Assurance is designed to assess the level of confidence in Xoserve’s plan for delivering their components of the Nexus programme, considering three key questions:

- 1) Is the Xoserve plan **consistent with** (aligned and supportive of) the **proposed industry wide plan** (discussed in the constituency meetings in week commencing 12 September) and agreed baseline date?
- 2) Is the plan **complete** and **reasonable**, in that it includes:
 - An **appropriate level** of scope and **all the planning elements** we would expect based on our knowledge of the programme
 - **Logical dependencies** between planning elements
 - **Sufficient time** to deliver the planning element.
- 3) Does **Xoserve** have the **capacity** and **capability** to deliver the revised plan?

	Consistency with Industry Plan 	Complete & Reasonable 	Capacity and Capability 
Commentary	<p>In general, the Xoserve and industry plans have consistent milestones and baseline dates and are based on common assumptions.</p> <p>Processes to share information between the Industry Wide plan and Xoserve’s internal planning are working effectively.</p> <p>The level of resources to support managed market trials activities after 30 Sep 16 is being discussed with Xoserve and will be confirmed at PNSG.</p>	<p>The plan contains the elements that we would expect and logical dependencies between these elements.</p> <p>The revised date of 01 Jun 17, with a contingency for 01 Jul 17, provides additional time and contingency for critical path activities. The main risk to the timetable is the outcome of IDR1, which has been front-loaded. Successful completion would lead to a green rating.</p> <p>Though some activities are run in parallel, the extent of parallelism is not unusual for a programme of this nature and does not give rise to multiple critical paths.</p>	<p>Critical path activities rely on a finite pool of subject matter experts. However, the revised timetable effectively doubles the period when these resources are under most pressure (from IDR Preparation to the start of Market Trials Regression)</p>
Conclusion	<p>Based on this short review activity, the revised Xoserve plan is consistent with the baseline industry plan, is complete and reasonable based on a 01 Jun 17 go-live and provides a certain degree of flexibility in relation to key resources. Contingency has been built into the critical path data activities and parallelism reduced to what would we consider an acceptable level. This does not eliminate programme risk, but the Xoserve plan should be considered as a reasonable basis for programme execution and the GONG criteria used as checkpoints to monitor that this programme execution is being carried out effectively.</p>		

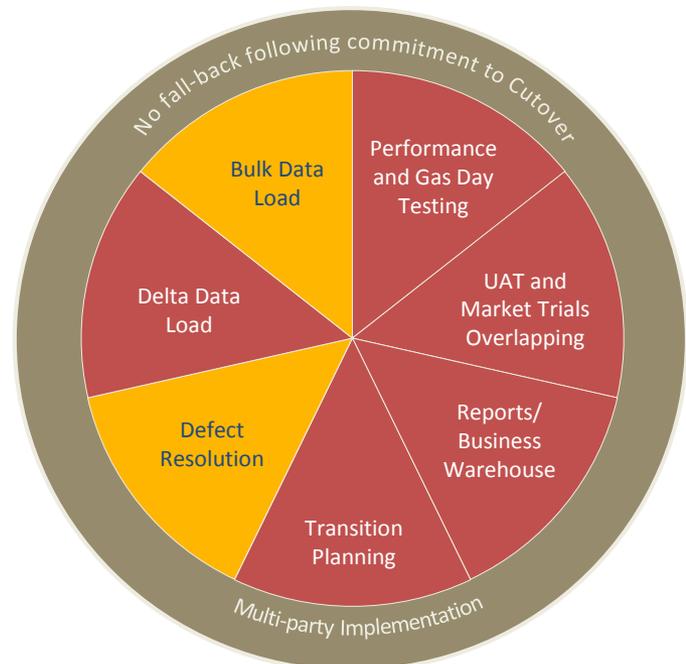
PwC's Xoserve Plan Assurance

Delivery Risk Assessment at the Deep Dive Review – May 2016

In the 'Deep Dive' review in May 2016 we assessed three key questions:

- 1) Is this solution fit for purpose?
- 2) Is the solution sustainable without significant impact on the industry, Xoserve and consumers?
- 3) Is the solution likely to enable a 01 Oct 16 go-live?

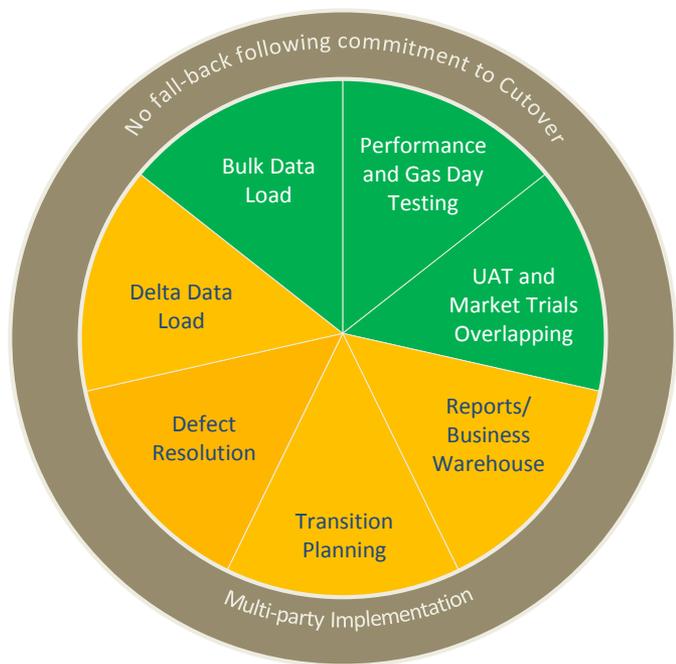
The main risks we observed were in delivering the solution on the planned date, as summarised in the chart below.



Current Delivery Risk Assessment - September 2016

The re-plan to a June go-live date significantly removes the delivery risk.

Some risks remain, particularly in September and October, where specific resources may be stretched to support any extension to Market Trials as well as preparing for transition and resolving defects. Balancing resources needs to be considered carefully in both Industry and Xoserve planning any ongoing Market Trials activity. A clear definition of code stability has been prepared (and issued for agreement by the appropriate Nexus governance groups), to provide confidence to participants in the results of Market Trials Regression.



Risk and 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 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

Roles 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 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:

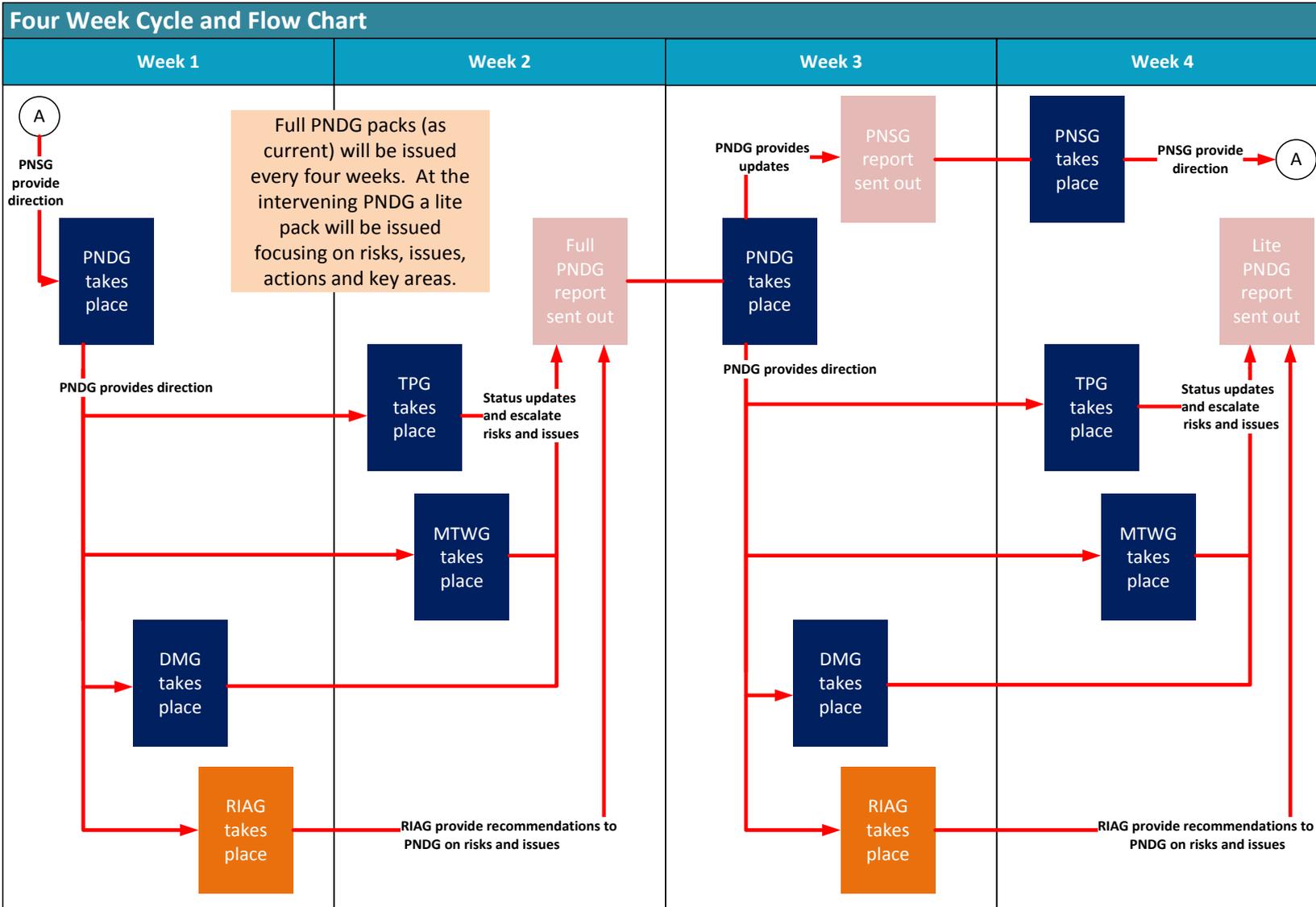
- Commit to face-to-face meetings every 2 weeks
- Commit to active participation and contribution both during and between meetings

They must bring:

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

Group membership may be flexed appropriately when risks and issues that have specific impacts on certain participants arise.

Cycle of Meetings



Next Steps

- Confirm membership of the group
- Schedule first meeting
- Mobilise and hold first meeting

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