

## Change Overview Board (COB) Minutes

Monday 01 September 2014

Energy Networks Association, 52 Horseferry Road, London SW1P 2AF

### Attendees

Bob Fletcher (Chair)	(BF)	Joint Office
Lorna Dupont (Secretary)	(LD)	Joint Office
Alex Travell	(AT)	E.ON
Andrew Green*	(AG)	Total
Andy Miller	(AM)	Xoserve
Angela Love	(AL)	ScottishPower
Anne Jackson	(AJ)	SSE
Dan Alchin	(DA)	Energy UK
Graham Wood	(GW)	British Gas
Hazel Ward	(HW)	RWE npower
Jayesh Parmar	(JP)	Baringa
Joanna Ferguson	(JF)	Northern Gas Networks
Jon Dixon	(JD)	Ofgem
Lorna Lewin	(LL)	DONG Energy
Michael Harding	(MH)	Brookfield Utilities
Nick Salter	(NS)	Xoserve
Richard Pomroy*	(RP)	Wales & West Utilities
Sandra Simpson	(SS)	Xoserve
Sean McGoldrick	(SMc)	National Grid NTS
Steve Simmons	(SSi)	Scotia Gas Networks

*\*via teleconference*

Copies of meeting papers are available at: [www.gasgovernance.co.uk/COB/040814](http://www.gasgovernance.co.uk/COB/040814)

### 1. Introduction and Status Review

BF welcomed participants to the meeting.

#### 1.1 Review of Minutes (04 August 2014)

AL referred to the minutes of the previous meeting.

Page 3, under 3.1.1, paragraph 5 – “*MH suggested it would be useful for the Board to understand how each status (red, amber and green) is defined/decided*”.

AL proposed that this be transformed into an action. It was agreed to create a new action.

**New Action COB 0901: Xoserve to provide an explanation of how each status (red, amber and green) is defined/decided.**

Page 4, under 3.1.3, paragraph 6 – “*..AT indicated he would like to understand the position between Xoserve and the iGTS and how this was progressing – was this also a critical milestone? SS noted this.*”

AL proposed that this be transformed into an action. SS agreed that this could be added into the Dashboard for the future. It was agreed to create a new action.

**New Action COB 0902: *Critical Paths* - Xoserve add to the Dashboard to provide a regular update on the position/progress made between Xoserve and the IGTs.**

AL then referred to file formats being sent to UK LINK. She had noted that it had been mentioned on a couple of occasions that the file formats would be going to the November UK Link Committee (UKLC) meeting, but that this was not mentioned in the previous minutes and that perhaps it would be beneficial to note it. She also observed that she had heard that in other meetings that it was proposed that the file formats would be going to the October UKLC meeting and therefore there was confusion of when the files would be going to UKLC. SS advised that there would a file format plan released by end of day on 02 September, which would be outlining the tranches for approval.

The minutes were then approved.

## **1.2 Review of Actions**

**COB 0704:** Clarify the basis upon which National Grid places a change freeze on iGMS for the winter period including, where relevant, specific obligations and/or risks that necessitate this.

**Update:** Assessment of any material impacts to be made at the October meeting.  
**Carried forward**

**COB 0706: *Freedom of Information (FOI) requests*** – Confirm the Transporters' status/position and Xoserve's status/position.

**Update:** NS confirmed that Xoserve was not subject to FOI requests. SSi confirmed that Scotia Gas Networks was not subject to FOI requests, and observed this only covered public bodies. Following a brief discussion as to whether any such request might be routed through Ofgem and parties' previous experiences when an RFI had been received, it was agreed to close this action.  
**Closed**

**COB 0801: *Roles and Responsibilities*** - Produce a structure chart/diagram illustrating how the various groups and authorities involved in these industry changes interlink and interact, to clarify (where known) where the roles/responsibilities for certain tasks/decisions lie.

**Update:** SS had produced a revised structure chart/diagram; see discussion at 2.1.4, below. **Closed**

**COB 0802: *Critical Path Overview*** – Add in Gemini Consequential Changes, Data Enquiries, and CMS.

**Update:** Added. **Closed**

**COB 0803: *Critical Path Overview*** – Provide visibility of the iGT stream to help build industry confidence.

**Update:** SS confirmed this would be added for next month's overview. **Carried forward**

**COB 0804:** *End Stage Assessments/Key checkpoints for the industry* – Develop and propose draft criteria for review and discussion at the November meeting.

**Update:** Strawman/criteria to be provided and discussed at the November meeting. **Carried forward**

**COB 0805:** *Data Capture - Pilot Process*

- a) Ofgem to issue an email (via the Joint Office) to request participation in the pilot.
- b) Ofgem to collate and anonymise the data received and forward to Xoserve.
- c) Xoserve to process the data received and present results to October COB.

**Update:** It was noted that *UNC Modification '0513 (URGENT) - UK Link Programme (Project Nexus) - independent project assurance for Users'* had been raised, and that this action COB 0805 might therefore be considered to have been superseded. Following a brief discussion, it was agreed that the action should remain open until there was further clarity in respect of the modification and its outcome. **On hold/Carried forward**

## 2. Planning

### 2.1 Short to Medium Term Planning Overview *(relates to deliverables that are essentially defined and due for delivery over the next 18 – 24 months)*

#### 2.1.1 UK Link Programme - Dashboard and supporting information

Noting that the overall status was at amber, SS provided an overview of activities and achievements, together with Programme milestones and Industry Engagement communications, and a summary of Risks and key dependencies. Priorities for the next period were outlined.

##### *File Formats*

Shippers confirmed that they had found the early release of file format information to be very useful. SS confirmed that Shipper File Format Workshops were being planned (for project and technical personnel) and that 'process walkthroughs' were being phased in at UKLIEF meetings. She believed that separate arrangements would be made for iGTs and GTs.

SS commented that file formats had been prioritised in Design Delivery (DD) at the moment. DD will be completed apart from formal approval of the file formats, and Xoserve will continue to build based on what was current; an element of risk was recognised in that some changes might be required following industry review, but these would be assessed (scale, impact, etc) if/when they occur to ascertain if any reworking was required.

AL raised the question of approval through UK Link Committee (UKLC) and the imprecision of the term 'general consensus', and asked whether tighter governance was required to facilitate the approval process. GW outlined the discussions at the recent UKLC meeting. Xoserve would bring to the UKLC any concerns that arose from industry review of the file formats, the indication being that if all was relatively acceptable then the UKLC approval process should be allowed to work. The UKLC was prepared to hold a number of ad hoc meetings if required. Should a consensus not be achieved the escalation route was then through the Uniform Network Code Committee. BF suggested that if more precision in terminology was required a change might be effected through amending the UKLC Terms of Reference; given

the tight time constraints this would then have to go to the September UNCC for its approval.

SS acknowledged the risks, noting that the volume of change was significant and the timescales in which to review, comment, consult and approve were unusual and challenging for parties. Xoserve was planning on having three 'approval tranches', with an ad hoc UKLC meeting at the end of October (with November as a backstop).

AL reiterated her concern that the failure of one party to agree might jeopardise progress. It was confirmed that the UNCC was the escalation route in such a case, and may choose to override and approve depending on the circumstances. JP suggested that the existing process should be allowed to work rather than try to design another form of governance for a situation that may not exist. SMC added that historically the UKLC had always performed its role in a professional manner and there was no reason to believe it would not continue to do so. AL believed the concern should be logged.

Referring to the functional fit, SMC noted that around a fifth was still not perfect and questioned how this would be managed. SS responded that customisation would be needed to fit with the requirements, and NS explained how this was approached. SMC observed that might mean potentially two separate levels of mismatch. SS confirmed that Project Nexus Workgroup would have to approve any changes to Base Requirements.

Referring to enduring File Formats, HW suggested it would be useful if these could be released as 'clean' and also with tracked changes. AM confirmed that those already released for review appeared to contain tracked changes.

**Action COB 0903: *File Formats - clean and tracked change versions:* Xoserve to consider what can be made available and through what route, eg UKLinkDocs or the Xoserve website.**

HW questioned if the DD did not complete by 26 September would this mean that the next phase was compressed? SS responded that if the functional fit was good and the complexities of any gap and any transitional rules were clearly understood, there was a year to test the system; although there were a number of factors to consider this still felt achievable. Baringa was Xoserve's independent assessor and is to produce its report at the end of November.

HW questioned what progress was being made with data cleansing. SS responded that this was quite 'patchy'; Xoserve was looking at what it could do to facilitate/assist certain parties and what they must do themselves. Xoserve had a checkpoint in System Integrated Testing (SIT) in November and will be better able to identify any concerns that have become apparent. If there are many data errors then this could be a risk to the next stage in January.

## **2.1.2 Change Portfolio - Timeline and Dashboards**

Programme Dashboards were presented.

*CMS Consequential Change:* SS gave a brief overview of the current position. It was noted that Modifications 0432, 0434 and 0440 were being taken into account, though it was noted that 0440 is still to be approved. High level design was due to complete on 21 October 2014.

*SAP BW (IP/DE):* SS gave a brief overview of the current position; good progress is being made with the Detailed Design. SS confirmed that IP and DE would be replaced by SAP Business Warehouse (BW).

*Gemini Consequential Change:* SS gave a brief overview of the current position. Referring to Dependencies/Testing, SS confirmed there were limitations on the environments and this was being reviewed. SMc pointed out that questions regarding funding for testing environments were still outstanding and needed to be resolved or this may be considered a risk. There was still some debate about where costs should sit; the Price Control had not taken account of this and there was a view that it should be part of the overall costs of UK Link Replacement. It was to be hoped that reaching a resolution would not contribute to any delays. SS explained the test environments that Xoserve would hold to deliver all the programmes in parallel. There was a constraint on the Gemini environments and this was what was currently under discussion. SMc observed that these were additional environments needed for Settlement reform testing, the funding for which was in question. HW asked if there might be a timing issue for provision of the environments. SS responded it was in the Design Build as a dependency but not as a risk. NS added that Xoserve would need to acquire an additional testing environment to run the two together and funding needs to be agreed (and was to be the topic of a teleconference later that day); any new environments should be able to be fitted in the time available.

**Action COB 0904: *Funding Arrangements for Gemini (test environments)* - Xoserve to add as a risk to the UK Link Replacement Programme that there may be insufficient test environments to deliver the changes, and confirm the time limit at which point continued failure to resolve becomes an impact of concern.**

**Action COB 0905: *Funding Arrangements for Gemini* - Transporters to resolve with the relevant parties and provide an update to the COB.**

*EU Reform – EU Phase 2 and Gas Day Changes:* SS gave a brief overview of the current position. This was ahead of the UK Link Replacement Plan and was progressing well.

*Smart Portfolio – DCC Day 1 and DCC Gateway:* SS gave an overview of progress made to date.

*Faster Switching (Modification 0477):* SS confirmed that all was on track for delivery for November 2014. System testing was progressing to plan, and UAT was due to complete in mid October. JF added that there were more issues on the electricity side rather than here on the gas side; MH gave a brief outline of what these were.

### 2.1.3 Critical Path Overview

SS drew attention to an updated overview which had been published on the Joint Office website; it was not her intention to review this at this meeting.

AT referred to the 'To Be' Business Processes, observing that from his Shipper perspective this should be on the Critical Path. SS explained why it was not on Xoserve's Critical Path, and added that these processes were being walked through individually at the UKLIEF meetings. SS believed there would be resistance by the Programme to putting it down as a CP activity.

Shippers indicated it was definitely on their Critical Paths and that they would

like to be able to ascertain if there was consistency between their interpretation and Xoserve's. They were concerned if the interpretations were not consistent that it would be too late to reach that realisation at the point of testing, and that cross checking should take place earlier. To find any such problems at testing the testing point would not be good from the Shippers' point of view as they would still have to build against whatever the Xoserve system is at the end of the day, so it would make sense to check for this consistency earlier to avoid unnecessary additional costs. It was questioned what was the chance of remedying for an individual Shipper at that point, because the Programme would still be rolling forward - Shippers were building 'at risk'. The state of not being ready, and questioning the interpretation (and possible legal challenge) might be two different questions, and it would be better to have any legal discussions sooner rather than later.

SS reiterated that Xoserve fully recognised the delivery was of great importance to Shippers. Cross checking was one thing, but there was danger in that being able to be used as a 'stopping or delaying point', in that some organisations might then be relying on not having to do anything at all until confirmation by Xoserve.

Pointing out that this was Xoserve's Critical Path and not the industry's, SS indicated she would try to satisfy what Shippers require in that she might be able to get it added in as a dotted yellow line, and would try to make sure there is a reference to it on the Programme/diagram (perhaps as a checkpoint).

**Action COB 0906: *Critical Path Programme/diagram* - SS to consider adding a checkpoint to cross check Shippers' and Xoserve's interpretations of 'To be' processes.**

#### 2.1.4 UK Link Programme Plan - End Stage Assessments

An update is due at the November meeting.

In response to Action COB 0801, SS had produced a revised structure chart/diagram indicating the interactions and escalation routes as currently understood. This was reviewed. AT suggested that the route from the UNC Modification Panel to Ofgem should also be indicated.

Noting that the original scope of COB was predicated on the UK Link Replacement Programme and then the EU major changes and the DCC, SMC pointed out that COB has a temporary lifespan as the FGO review ramps up and still had no powers for 'go/no go' decision making.

MH suggested this highlighted the requirement for a Cross- Codes Industry group to expand awareness.

Governance was briefly discussed. Acknowledging that something was required to fill the void to determine what fits where, JD indicated that COB fills that gap and even though it has no formal powers as such, it was able to provide views to make sure that the right things are done at the right time. There were a number of gateways to get through to reach a 'go/no go' decision point; UK Link Committee was not geared up for the magnitude of that level of decision making. SS referred to her Action COB 0804 (see below, due for delivery at the November COB meeting) whereby appropriate criteria might be defined and agreed. BF suggested that views on 'go/no go' decision points might be put forward to UKLIEF for consideration and then flow through to Project Nexus Workgroup for the raising of any appropriate modifications if necessary. It was noted that the Forums referred to on the diagram were information sharing arenas, and not decision making bodies.

AJ asked if this should imply that the criteria themselves should be a modification. As a general observation, JD noted that any criteria developed would hardly be exhaustive and places a big emphasis on getting them right; there was always the risk of unintended consequences as a result. AJ recognised there would be imperfections but believed that the 'many heads' approach should help to work out the most appropriate criteria. Perhaps a transitory Panel was required to assess/approve?

BF referred to UNC Modification 0432, the creation of processes, and the running of a consultation process to create industry engagement. AL said this leads on to 'go/no go'. Formal criteria would help to formulate objective decision-making and provide some certainty. There still remained the question of how any of this was to be formally approved, where and by whom. JD offered to consider what sort of objective process might be sensibly put in place to follow on, ie to set out a possible governance framework to manage the 'go/no go' UK Link Replacement criteria. (It was confirmed it would not include EU. It will need to cover all of the gateways and the end date.)

**Action COB 0907: UK Link Programme Plan - End Stage Assessments - Ofgem (JD) to set out a possible governance framework to manage the 'go/no go' UK Link Replacement criteria.**

## **2.2 Medium to Long Term Strategic Planning Overview**

### **2.2.1 Data Capture – Pilot Process**

See update for Action COB0805, above; process on hold.

### **2.2.2 Update on ICOSS Letter: Project Management and independent Project Assurance for Major industry projects**

JD gave an overview of UNC Modification 0513, which proposed the procurement and appointment by Ofgem of an independent auditor/assessor for Shipper readiness to implement the UK Link Programme. The identity of the appointed agency would be a matter for the Authority.

Ofgem would need to understand the Terms of Reference that the industry might be happy with and the scope of the piece of work that might be required, to recognise an appropriate level of confidence has been reached and how this might be demonstrated. It was likely to be a technical piece of work and not necessarily able to be fulfilled through a simple RFI. Views would be welcomed.

Funding and demonstration of independence were recognised as issues. What happens after the appointed party makes its report had also to be determined, and how any recommendations, if any, were to be enacted.

User Pays elements were briefly discussed and some were concerned that Shippers were being asked to pay for programme assurance.

JD reiterated that assumptions could not be made that progression would be made at the pace of the 'slowest' participant; assurance, support and resource were elements for consideration and only as an extreme last resort might any delay(s) be potentially contemplated/countenanced. The results of the Detailed Design phase were awaited to know that Xoserve was ready.

Ofgem would expect to make clear its expectations and any appointment in its Modification 0513 Decision Letter should it be approved. It was likely that communications would be sent to the CEOs of all parties, iGTs included,

though the content might be tailored slightly differently to suit depending on the status of the party and the impacts on each. It was noted that there was no similar iGT modification.

The scope and necessary qualities of any appointed party were then briefly discussed. It was recognised that the appointee would need to have sufficient industry experience to assess credibility and the ability to assess and question basic assumptions and technical approaches. There was a fine balance to be struck between not imposing restrictions on the scope of what can be asked, but conversely not making Shippers feel that they have to disclose more than is necessary. There would be an ambition that a dialogue would take place with every Shipper, and this would be repeated as necessary (in the expectation that progress had been made and to ascertain the degree of readiness) in the period before 'go live'.

### **2.2.3 Change Horizon**

NS gave an overview of how recent feedback had been included, eg 'Ones to Watch', and questioned does this Group have a role beyond - should it discuss this horizon on a quarterly basis to identify and feedback any 'early warnings' - or should this be done by a sub-group?

Referring to the entries on the top right, JD indicated that the industry has the opportunity to influence at that point, with early feedback, to potentially effect policy and system changes. This would be very useful and would help Ofgem to decide more credible timetables and better inform a strategic approach to projects.

AL commented that it could question whether the current model(s) was fit for purpose going forwards, what sort of Codes and agreements were going to be in place (separate or combined), etc.

HW observed that others to watch might be Smart Energy Code and the creation of a Central Registration Authority - these would impact on what happens in the future.

Concluding this part of the discussion, NS summarised there was value in having this tool but there was a question mark over scope and how it could be used proactively and in what timescales. It could cover a range of topics and could be opened up to more detail to suit, to look at impacts and raise awareness of 'coming events'.

## **3. Issues for discussion**

None raised.

## **4. Any Other Business**

None raised.



## 5. Diary Planning

Further details of planned meetings are available at: [www.gasgovernance.co.uk/Diary](http://www.gasgovernance.co.uk/Diary)

Change Overview Board (COB) meetings will take place as follows:

Date	Time	Venue	Programme
Monday 06 October 2014	10:00	Pink Room, ELEXON, 4 <sup>th</sup> Floor, 350 Euston Road, London NW1 3AW	To be confirmed
Monday 03 November 2014	10:00	Room 4, Energy Networks Association, 6 <sup>th</sup> Floor, Dean Bradley House, 52 Horseferry Road, London SW1P 2AF	To be confirmed
Monday 01 December 2014	10:00	Room 4, Energy Networks Association, 6 <sup>th</sup> Floor, Dean Bradley House, 52 Horseferry Road, London SW1P 2AF	To be confirmed

### Action Table – Change Overview Board (01 September 2014)

Action Ref	Meeting Date	Minute Ref	Action	Owner	Status Update
<b>COB 0704</b>	07/07/14	2.1.2	Clarify the basis upon which National Grid places a change freeze on iGMS for the winter period including, where relevant, specific obligations and/or risks that necessitate this.	National Grid NTS (BV)	<i>Assessment of any material impacts to be made at the October meeting.</i> <b>Carried forward</b>
<b>COB 0706</b>	07/07/14	2.2.3	<i>Freedom of Information (FOI) requests</i> – Confirm the Transporters' status/position and Xoserve's status/position.	Xoserve (NS)	<b>Closed</b>
<b>COB 0801</b>	04/08/14	2.	<i>Roles and Responsibilities</i> - Produce a structure chart/diagram illustrating how the various groups and authorities involved in these industry changes interlink and interact, to clarify (where known) where the roles/responsibilities for certain tasks/decisions lie.	Xoserve (SS)	<b>Closed</b>
<b>COB 0802</b>	04/08/14	3.1.3	<i>Critical Path Overview</i> – Add in Gemini Consequential Changes, Data Enquiries, and CMS.	Xoserve (SS)	<b>Closed</b>
<b>COB 0803</b>	04/08/14	3.1.3	<i>Critical Path Overview</i> – Provide visibility of the iGT stream to help build industry confidence.	Xoserve (SS)	<b>Carried forward</b>

Action Ref	Meeting Date	Minute Ref	Action	Owner	Status Update
<b>COB 0804</b>	04/08/14	3.1.4	<i>End Stage Assessments/Key checkpoints for the industry</i> – Develop and propose draft criteria for review and discussion at the November meeting.	Xoserve (SS)	<i>Due at Nov meeting.</i> <b>Carried forward</b>
<b>COB 0805</b>	04/08/14	3.2	<i>Data Capture - Pilot Process</i> – a) Ofgem to issue an email (via the Joint Office) to request participation in the pilot. b) Ofgem to collate and anonymise the data received and forward to Xoserve. c) Xoserve to process the data received and present results to October COB.	Ofgem (JD) and Xoserve (SS)	<i>On hold until outcome of Modification 0513 is known.</i> <b>Carried forward</b>
<b>COB 0901</b>	01/09/14	1.1	Xoserve to provide an explanation of how each status (red, amber and green) is defined/decided.	Xoserve (SS)	<b>Pending</b>
<b>COB 0902</b>	01/09/14	1.1	<i>Critical Paths</i> - Xoserve add to the Dashboard to provide a regular update on the position/progress made between Xoserve and the IGTs.	Xoserve (SS)	<b>Pending</b>
<b>COB 0903</b>	01/09/14	2.1.1	<i>File Formats - clean and tracked change versions:</i> Xoserve to consider what can be made available and through what route, eg UKLinkDocs or the Xoserve website.	Xoserve (SS)	<b>Pending</b>
<b>COB 0904</b>	01/09/14	2.1.2	<i>Funding Arrangements for Gemini (test environments)</i> - Xoserve to add as a risk to the UK Link Replacement Programme that there may be insufficient test environments to deliver the changes, and confirm the time limit at which point continued failure to resolve becomes an impact of concern.	Xoserve (SS)	<b>Pending</b>
<b>COB 0905</b>	01/09/14	2.1.2	<i>Funding Arrangements for Gemini</i> - Transporters to resolve with the relevant parties and provide an update to the COB.	Transporters	<b>Pending</b>
<b>COB 0906</b>	01/09/14	2.1.3	<i>Critical Path Programme/diagram</i> - SS to consider adding a checkpoint to cross check Shippers' and Xoserve's interpretations of 'To be' processes.	Xoserve (SS)	<b>Pending</b>

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Action Ref	Meeting Date	Minute Ref	Action	Owner	Status Update
COB 0907	01/09/14	2.1.4	<i>UK Link Programme Plan - End Stage Assessments</i> - Ofgem (JD) to set out a possible governance framework to manage the 'go/no go' UK Link Replacement criteria.	Ofgem (JD)	Pending