



UK Link Replan: Summary of Baringa CSA Commentary

CLIENT: Xoserve

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Reputation built on Results



Executive Summary



Introduction

- ▶ Since the PNISG (Project Nexus Industry Steering Group) decision was made in May 2015 to replan Project Nexus delivery dates, Xoserve have formed a focused team to understand the impacts to the central UK Link Programme plan, whilst attempting to limit the impacts on wider progress
- ▶ Efforts to date have focused on maintaining a single release, with Market Trials (MT) ready to commence at a time desired by the Industry (proposed as October 2015). This proposal for MT has, however, brought about additional data challenges that have required analysis
- ▶ Baringa have maintained a presence throughout the Xoserve planning sessions and have provided input to support mitigation of previously highlighted risks. We are well placed to provide the required independent assessment of the current planning assumptions and highlight the associated risks

Planning Approach

- ▶ Xoserve have broadly broken their analysis down into two parts –
 - ▶ Maintaining Core solution readiness for October 2015 and;
 - ▶ Replanning of Unique Sites and Retrospective Adjustments for a single delivery in 2016.
- ▶ Removal of an industry mandated delivery date has enabled an element of 'left to right' planning to be performed for post October activities that has reduced the level of parallelism in some areas of the plan
- ▶ There has been insufficient time, however, to perform a full bottom up plan – this remains in progress



Conclusions & Recommendations

- ▶ Programme progress has been impacted by the replanning process due to resource realignment and uncertainty of delivery plans. Confirmation of the overall delivery strategy and degree of programme pause should be expedited
- ▶ Whilst replanning has reduced parallelism in some areas of the plan, the period between now and MT is significantly congested with additional programme and Portfolio activities. An appropriate gate model should be established to manage the ongoing tolerance/contingency maturity with Industry
- ▶ Analysis continues on the Retrospective Adjustment functionality required for a single release. Further work is required to confirm confidence in the solution design and delivery plan estimates. Prioritisation of this vs the in-flight UAT execution needs to be decided upon
- ▶ UAT progress is slower than planned placing significant risk on downstream plans which must be factored into the Retro/U.S planning and MT approaches
- ▶ Industry decision on the MT data cut timeline is a key determinant in the downstream plan and the level of risk carried forward into Market Trials
- ▶ Continued refinement of the MT approach is required to maintain the phased/controlled execution approach and mitigate the risk of delays from UAT
- ▶ Baringa support the maintenance of the MT+ 2 month window for transition in order to appropriately manage cutover risks

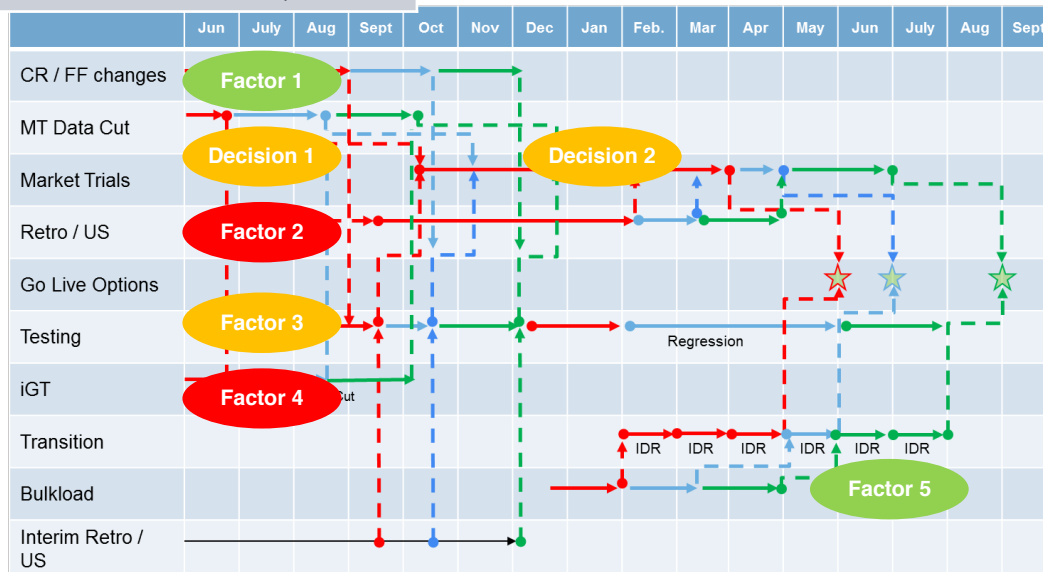
CSA review of critical path & dependencies Baringa

There are a number of key decisions and factors determining the current Xoserve replan for a single release:

Decision 1	MT Data Cut
Status	<ul style="list-style-type: none"> Multiple options available – June, August & October to address AQ15 Oct cut preferred by Xoserve to minimise risk & data manipulation
Risk	<ul style="list-style-type: none"> June/August cuts require significant manipulation and add risk October cut extends critical path and maybe over-cautious
Way forward	<ul style="list-style-type: none"> Industry to make risk based decision. Baringa support an October data cut as lowest delivery risk and lowest Xoserve resource requirement

Decision 2	MT Structure & Overlap
Status	<ul style="list-style-type: none"> Minimum 6 months MT duration industry requirement assumed - 4 Core + 2 Retro/U.S.
Risk	<ul style="list-style-type: none"> UAT contingency would require staggered solution drops to MT approach 4 + 2 month MT split covers minimum lifecycle requirement but provides little contingency
Way forward	<ul style="list-style-type: none"> Align MT approach for contingency of overlapping UAT/MT phases Plan for Xoserve support resource for contingency of concurrent Core and Retro/U.S. MT

Factor 1	CRs
Status	<ul style="list-style-type: none"> High priority File format CRs are now in consultation with Industry stakeholders
Risk	<ul style="list-style-type: none"> Risk of all industry participants delivering to Sept L2 MT, given the late discovery of these CRs
Way forward	<ul style="list-style-type: none"> Industry to complete IAs on raised CRs Governance to be reviewed in support of future changes



Factor 5	Transition
Status	<ul style="list-style-type: none"> 2 month window after MT has been built into all transition plans to reduce risk
Risk	<ul style="list-style-type: none"> High level transition planning does not yet factor in date driven business processes
Way forward	<ul style="list-style-type: none"> Once target delivery date is confirmed, the next level of planning must be performed

Factor 2	Retrospective Adjustments & Unique Sites
Status	<ul style="list-style-type: none"> High level plans in place for a ~7 month delivery
Risk	<ul style="list-style-type: none"> Analysis not complete. Current plan likely to be underestimated based on prior design timelines and status of deliverables Completion of analysis requires Xoserve resource currently on critical path UAT
Way forward	<ul style="list-style-type: none"> Priority call against in-flight UAT for Xoserve resource to IA Validate estimate and plan at the end of design Validation of Retro design by SAP

Factor 3	Test Progress
Status	<ul style="list-style-type: none"> UAT progress slow with incomplete execution plans for full scope
Risk	<ul style="list-style-type: none"> Downstream impact to start of Retro/U.S development & MT (dependent on option selected)
Way forward	<ul style="list-style-type: none"> Finalise UAT replanning exercise Increase focus on traceability to solidify scope Adjust ways of working to increase SME capacity – e.g. sampling approach

Factor 4	iGT Data
Status	<ul style="list-style-type: none"> March iGT data cut was poor quality requiring Xoserve transformation to progress UAT
Risk	<ul style="list-style-type: none"> iGT UAT scope is backloaded and data integrity is at risk Resolution of data defects required for MT data cut
Way forward	<ul style="list-style-type: none"> Expedite data defect analysis in order to feed data issues to industry Plan further iGT data cuts for UAT

Conclusions & Recommendations



ID	Conclusions	Recommendations
01	Whilst efforts have been made to limit the impact of replanning on Programme progress, it is becoming clear that delivery progress has slowed due to resource realignment and uncertainty of delivery plans.	<ul style="list-style-type: none"> The requirement to deliver a secondary option of detailed planning for a phased release will cause further issues, and may in itself cause further delays in achievement of either plan due to resource commitments A clear position needs to be taken on the remainder of the replanning activities. Should Xoserve pause the programme for a short period to focus on replanning, or continue to try to deliver both outcomes?
02	Concerns exist over the complexity and risk associated with Retrospective adjustments delivery within SAP in the proposed timescales.	<ul style="list-style-type: none"> Deliverability - Retrospective adjustment plans must be validated with a resource loaded estimate, factoring in the required business workshops Solution Integrity - Xoserve should look to have these designs verified by SAP to confirm the detailed solution approach Resource constraints – A realistic position on UAT completion must be fed into planning assumptions to ensure the Retro development start date is achievable.
03	MT data cut timing has the potential to significantly impact the delivery date for the Programme. Baringa support an October data cut as a lowest delivery risk option.	<ul style="list-style-type: none"> Industry to evaluate options based on front loading of risk whilst reducing the amount of Regression test effort required Consider overlapping BW load with MT data prep, and accepting that DES may not be available for MT Day 1.
04	Continued refinement of the MT approach is required to maintain the phased/controlled execution approach and mitigate the risk of delays to UAT.	<ul style="list-style-type: none"> MT phased delivery structure should be maintained in order to build in contingency for UAT delays Xoserve resource profile should be adjusted to enable contingency of concurrent running of Core and Retro/U.S MT
05	Baringa support the definition of the MT + 2 month window for transition, however further work is required to validate this with business cycle requirements once the go-live date is established.	<ul style="list-style-type: none"> Once target delivery date is confirmed, the next level of planning must be performed as a priority to test contingency levels and safe guard the extended plan.