

PROJECT NEXUS ADVISORY GROUP RISK REGISTER

Risk No	Description of risk	PNAG Ranking	Mitigation
R005	There is a risk that stakeholders do not or are unable to support the approaches being taken towards the requirements definition process due to lack of resources and at the appropriate stage leading to incomplete requirements, late challenges and/or opposing Mods being raised.	Medium	<ol style="list-style-type: none"> 1. Share planned approach and resource needs early (xoserve) 2. Gain agreement to proposed approaches (PNUNC and Data Management Workshops initially) (xoserve) 3. Develop a stakeholder management plan. (xoserve) 5. Engage with UNC Workstream Members to encourage involvement in the plan (All) 6. Ensure Workgroup Terms of Reference include all diverse parties (All) 7. Engage PNAG and OFGEM (All) 8. Engage Data Management Workshops (All) - No longer applicable 9. Engage with other Industry Forums, eg Gas Customer Forum (All) 10. PNAG representatives to meet with DECC Smart Metering Programme Representatives to discuss Smart Metering impact (xoserve/PNAG)
R009	There is a risk that the large number of stakeholders involved leads to unwieldy debate, decisions not being reached and a lack of agreement on requirements.	Low ↓	<ol style="list-style-type: none"> 1. Discussions to take place with stakeholders to influence who attends the topic forums and ensure that stakeholders attend (GF) (xoserve/PNAG) 2. Restrict the numbers involved in the topic forums to 12 wherever possible. (GF/SN) xoserve/PNAG 3. Rules of Engagement to be set out at the start of the meetings.
R013	There is a risk that stakeholders cannot agree funding and obligations principles and their application to Project Nexus requirements, leading to an inability or reluctance to agree business rules during the Requirements Definition Phase.	Low ↓	<ol style="list-style-type: none"> 1. Discuss at Project Nexus Workstream to enable industry participants to draw conclusions about principles and their application to Project Nexus. (Industry) - Complete 2. Issue PNAG positional note to PNUNC Workstream Chairman - PNAG agreed (21/7) not to issue to PNUNC. 3. Test principles at Meter Reading Topic Group - No longer relevant. 4. Identify early a topic group to test the principles to be discussed at PNUNC.
R022	There is a risk that xoserve is unable to provide to industry participants sufficiently robust and transparent information in respect of the cost of investment associated with the provision of new and amended agency services, leading to industry participants being unwilling to define their requirements and an adverse impact on xoserve's reputation.	Medium	<ol style="list-style-type: none"> 1. Understand the nature of and whether/when such information will be required (xoserve) 2. Subject to 1, obtain advice/consultancy services on developing and defining methodologies for deriving scale of investment costs associated with the provision of new and amended agency services (xoserve) 3. Present outcomes of methodology definition to PNAG and PNUNC (xoserve) 4. Review use of 'rough order of magnitude' process for subsequent costing of defined requirements (xoserve) 5. Prove suggested costing methodologies by carrying out a trial internally, drawing on experience from within xoserve. (xoserve) 6. Industry trial using a Topic Workgroup as indicated by PNUNC (PNUNC)
R023	There is a risk that stakeholders may be unable/unwilling to attend relevant meetings and workshops, due to pandemic or uncontrolled circumstances, leading to xoserve being unable to move forward with the requirements definition stage in line with the planned timescales.	Medium ↑	<ol style="list-style-type: none"> 1. Monitor the level of risk reported by Public Health Bodies and the xoserve Incident Management Team. (xoserve) 2. Alternative strategies for meetings, ie video conference, teleconference, internet based consulting tools. (Industry) 3. Review the planned schedule of meetings and restrict to the essential meetings. (Industry)
R025	There is a risk that at the end of the Requirements Definition Phase Ofgem may not be provided with sufficient and adequate information to enable them to give a timely decision on some of the related Project Nexus UNC Modifications leading to either a delay in entering the design phase or an incomplete set of 'approved' requirements.	High	<ol style="list-style-type: none"> 1. Ensure that the material to be submitted to Ofgem meets best practice standards in terms of rationale and evidence. 2. Revisit after the code governance review has taken place (due early 2010). (PNAG) 3. Have early view from Ofgem as to whether they would be 'minded to'. (All) 4. Discuss with Ofgem on the process/information required to determine a 'minded to' decision. (All)
R026	There is a risk that the scope during Requirements Definition Phase extends too far beyond the initial requirements gathered during the Consultation Phase leading to either a lack of end quality product (due to timescale constraints) or a delay in finalising the requirements.	Medium	<ol style="list-style-type: none"> 1. Obtain an agreed industry scope. (Industry) 2. Engage with all parties to ensure that all additional requirements are relevant and that they aren't 'extending' the project (Industry) 3. Maintain focus on timetable. (xoserve/Industry) 4. Ensure resources are available to meet the timetable. (xoserve/Industry) 5. Define and agree a change control mechanism which could lead to phasing of the requirements solution. (xoserve/Industry)
R030	There is a risk that suspension of PNUNC Workstream and associated Topic Workgroup meetings pending the outcome of the DECC Smart Metering Consultation and a clear programme of work to undertake detailed market design will make it difficult to complete the Requirements Definition Phase by the target timescale of autumn 2010, leading to a delay in decisions about the scope of and investment in the next phase of Project Nexus.	High ↑	<ol style="list-style-type: none"> 1. Influence DECC to give necessary priority to market design work (xoserve / PNAG) 2. Identify topics and market sectors that are (largely) unimpacted by market design and seek agreement to continue requirements definition work in these areas. Further debate on 7/9/09 at PNAG. (xoserve / PNAG) - Complete 3. Seek agreement at 30/10/09 PNUNC on proceeding with Project Nexus Topic Workgroups - Complete 4. Prepare Project Nexus Planning Options to aid decision at PNAG on 5/10/09 (xoserve) - Complete 5. Understand Smart Metering Programme dependencies and milestones and include in the plan. (MB/SW) 6. Understand the technical criticality of being able to maintain services (JR) 7. Develop a Requirements Definition Phase Plan in line with PNUNC agreement (JR/SW)
R035	There is a risk that industry engagement in the form of PNUNC Topic Workgroups is not progressing as efficiently as possible due to the fact there is no agreed Topic Workgroup timetable. This will lead to a method of working that gives no clear indication on monitoring progress, topic workgroup dependencies and leaves the industry 'limping' from one meeting to the next, causing potential additional industry & xoserve effort, inability to adequately plan industry & xoserve resources and an inability to monitor progress.	Medium ↓	<ol style="list-style-type: none"> 1. Continue engaging with the industry in order to develop an overall 'timetable'. (SW/GF) 2. Liaise with the industry in the merits of developing an overall 'Topic Workgroup' plan. (All)

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R037	There is a risk that the requirements for iGT SPA services to be gathered under iGT UNC governance are either not fully defined or are too late for inclusion into Project Nexus Requirements Definition, leading to an inability to reflect the requirements within the project.	High	<ol style="list-style-type: none"> 1. Work with the industry to re-raise the 'dormant' iGT UNC Mod (iGTRP008) or its replacement (EON). This will assist in resolving any issues related to funding and governance for the provision of the iGT services. 2. Conduct iGT SPA impact assessment once the iGT SPA principles and relevant aspects of the Smart metering market design are defined (xoserve)
R038	There is a risk that the Topic Workgroup Timetable agreed at PNUNC may be compromised due to lack of progress as a result of participants not being empowered to make timely decisions and/or requiring numerous analyses to be carried out. This could lead to protracted uncertainty of future requirements.	Medium	<ol style="list-style-type: none"> 1. Engage with the industry and encourage that attendees should be empowered to make timely decisions. (All) 2. Encourage the industry to only request detailed analysis when it is critical to the decision. (All) 3. Ensure that any pertinent information is made available to the industry (via JO website) 5 working days before the relevant meeting, allowing participants to review and prepare for the meeting (All)
R039	<p>The relationship and interaction between Project Nexus and the Smart Metering Implementation Programme is not yet known. This has lead to the need to develop planning assumptions which have yet to be ratified.</p> <ul style="list-style-type: none"> - DECC's Consultation Conclusions - Market Structure (November 2009) (soft dependency) - High-level Smart Metering Market Design (June 2010) (soft dependency, but will define the scope of Project Nexus) - Detailed Smart Metering Market Design (April 2011) (hard dependency) - Code/SI (Final Drafting of the new Smart Metering Code, licence conditions and legal framework) (September 2011) (hard dependency) <p>If the assumptions do not come to fruition then this could lead to a delay in commencing the second stage as set out in the Requirements Definition Phase Project Brief and/or a delay in the finalisation of the Requirements Definition Phase leading to a delay in xoserve's investment.</p>	High	<ol style="list-style-type: none"> 1. Engage with Ofgem/DECC in explaining the dependencies and relationship between the Smart Metering Implementation Programme and Project Nexus (PNAG) 2. Ensure that as and when information becomes available from the Smart Metering Implementation Programme it is reflected within Project Nexus and any implications are assessed and communicated. (xoserve/PNAG) 3. Ensure that any dependencies between the two projects are fully understood ie is it a 'hard' or 'soft' dependency. (xoserve)