






		PROBABILITY				
		(≤ 10%) Remote	> 10% ≤40% Less Likely	> 40% ≤ 60% Equally as likely as	> 60% ≤90% More likely	> 90% Almost Certain
Industry Impact		1	2	3	4	5
Very unlikely to impact Industry readiness for 2015. Clear and feasible mitigation options	1	1	2	3	4	5
Unlikely to impact Industry readiness for 2015. Some mitigation options	2	2	4	6	8	10
Could impact Industry readiness for 2015. Some mitigation options.	3	3	6	9	12	15
Likely to impact Industry readiness for 2015. Few mitigation options	4	4	8	12	16	20
Very likely to impact Industry readiness for 2015. No mitigation options	5	5	10	15	20	25






Status Column Key

	Risk score has not changed since previous report.
	Risk score has increased since previous report.
	Risk has decreased since previous report.
	A new risk that has been added to this months report.

UK Link Industry Engagement Forum - Consolidated Risk Log

ID	Risk	Mitigation	Supporting Information / Actions	Probability	Impact	Score	Status
UKLIEF_11	There is a risk that any changes to file formats as a result of the UKLC approval process (formal consultation and reps) may impact on the ability of the industry to deliver by Oct 2015 due to design re-work.	<ul style="list-style-type: none"> • Early sight of draft file formats published 25th August (in advance of planned date of 30th September). • Formal file format consultation plan shared with the industry and discussed at UKLC. • File Formats have been released as per the agreed plan; consultation process is scheduled to conclude on 24/11 (November's UKLC meeting date). • Xoserve has facilitated walkthroughs of the Shipper reps received as part of the File Format Consultation process, to enable the discussion of Shipper reps and Xoserve responses. 	<ul style="list-style-type: none"> • Summary count of File Formats and degree of change published on 22nd July 2014. • Summary (with names) of File Formats and degree of change published on 11th August 2014. • File formats (in draft) published 25th August. • Formal consultation plan published and agreed at UK Link Committee. • UK Link Shipper Engagement Day held on 02/10, with the day focussed on File Formats. • Xoserve are currently in the process of reviewing all Industry reps received from the Industry as part of the Phase 3 consultation process. • All potential changes identified in the consultation process are progressed through a UKLP impact assessment process. 	3	5	15	
UKLIEF_13	There is a risk that data cleanse activities will not complete in the required timescales due to progress to date on settlement data cleanse activities, the potentially significant volumes of industry data action/decisions resulting from S2T mapping and data migration test and uncertainty on Industry data for governance, leading to an impact on test quality and efficiency as well as implementation feasibility and post implementation issues.	<ul style="list-style-type: none"> • Frequency of Data Cleanse Forum increased to monthly. Xoserve continues to bring detailed analysis in order to facilitate known cleanse issues. • Xoserve to progress Source to Target Mapping phase and as appropriate bring data cleanse items to the relevant forum to ensure Industry awareness of sources of data cleanse activities. 	<ul style="list-style-type: none"> • Currently, there are two points within the Programme that may identify data cleanse items that need actioning; these are from Source to Target and Data Mapping. • It is anticipated that Industry will not meet the December 2014 for completing Settlement data cleanse activities. • Xoserve to prioritise / categorise data outputs to ensure Industry can focus in the most effective areas. 	5	3	15	
UKLIEF_01	There is a risk that stakeholders do not make necessary changes to their systems/processes in time to undertake Market Trials, leading to them being unable to participate.	<ul style="list-style-type: none"> • Xoserve has presented early analysis on the implications of industry stakeholders not being ready. • Xoserve to ensure Testing phase dates are visible to the stakeholders as early as possible. • Engagement plan to ensure awareness of requirements (Inc. 121 meetings with organisations). • Xoserve to ensure relevant information is made available to the Industry e.g. file formats. • Xoserve are sharing "to be" processes in line with published schedule (running till December 2014). • The Testing Workstream have created a 'Market Trials Working Group' with a cross-section of Shipper organisations to help develop the approach for the Market Trials Phase. • Provide early sight of MT scenario schedule so Shippers can schedule their build activities accordingly. 	<ul style="list-style-type: none"> • ICOS proposal sent to Ofgem concerning the need for an independent assessment of industry readiness. Mod raised for this has been approved by Ofgem. • Market Trials dates have been shared at various forums since Jan 14. The dates are 1st June to 29th August 2015. • Architecture & Technology day has taken place; feedback from Industry was that they would appreciate early sight of file formats even if caveated with "subject to change". • Draft File Formats were made visible to Shippers from August. • File Format consultation commenced as per plan on 30/09 and is planned to conclude on 24/11. • A second Shipper event (UK Link Shipper Engagement Day) took place on 02/10. • Xoserve are facilitating Shipper walkthroughs of all Shipper reps received as part of the File Format consultation process. 	4	3	12	
UKLIEF_15	• The absence of clear and agreed, industry go / no go criteria means that the level of readiness across the industry required for implementation is unclear. This leads to uncertainty within the industry in terms of achievability of October 15 delivery.	<ul style="list-style-type: none"> • Straw man Industry Go / No Go Criteria drafted and presented to Change Overview Board on 03/11. • Ofgem to set out a proposed governance framework to manage go / no go criteria 	<ul style="list-style-type: none"> • Ofgem to set out a proposed governance framework to manage go / no go criteria 	3	4	12	
UKLIEF_02	There is a risk that the time allowed for Market Trials is insufficient and considered too late within the Programme for shippers.	<ul style="list-style-type: none"> • Xoserve will investigate options to bring elements of Market Trials forward to May 2015 as part of the plan review process following detailed design. • Release MT approach and plan as early as possible to provide direction on the test scenarios that are intended to be executed. • Further mitigating actions to assess which element of market testing (connectivity & Market Trials) can feasibly be brought forward, factoring both Xoserve and Industry delivery considerations. 	<ul style="list-style-type: none"> • Xoserve have de-coupled Market Test and UAT. • Further mitigating actions will be considered whilst developing the Market Trials approach, which is planned to be communicated to the Industry in Q1 of 2015. 	3	3	9	

UKLIEF_06	There is a risk that information required by the industry (minimum technical specifications such as file formats / data flow / firewall port info) is available at an early enough stage of the lifecycle to allow changes to stakeholder systems to be completed in time for Market Trials and/or Implementation	<ul style="list-style-type: none"> An initial view was provided to the Industry at the Architecture & Technology Day in June 2014. Details of how the file formats group into broad categories (new, existing with change, decommissioned, no change) shared with the industry. An approach for the release of file formats to the Industry prior to the formal consultation process was provided to UK Link Committee and UKLIEF at August's meetings & formal consultation schedule confirmed. Ensure stakeholders understand dates when information will be available. Understand lead times for stakeholder organisations to ensure this is planned. Xoserve to investigate opportunities to bring forward elements of Market Trials as part of plan review exercise following detailed design. 	<ul style="list-style-type: none"> Xoserve is planning to deliver the Market Trials Approach Q1 2015; the Market Trials Working Group is supporting this. External communication touch points are discussed at UKLIEF and communication milestones displayed on the UKLIEF dashboard. File Format release concluded as per plan with no external delays. The Design workstream are in the process of analysing internal technical documents to understand what information needs to be externally communicated. 	2	4	8	
UKLIEF_05	There is a risk that modifications required for transition are not progressed through industry governance in the timescales required for implementation leading to a delay in modifications being agreed and impacting implementation timelines.	<ul style="list-style-type: none"> Raise all transition topics at industry group and gain consensus before modifications are raised. Transition topics schedule published for discussion at industry group in advance to ensure stakeholders can field the appropriate resources from their business. Early engagement on transition topics via industry group (even when not fully defined) to give early sight of potential issues and encourage open discussions. Sharing of Process Walkthroughs included in plan in order to facilitate increased engagement and provide additional context around changes. 	<ul style="list-style-type: none"> Good initial progress made through PN UNC with schedule of transition topics published in advance. Dependency on Detailed Design to understand further level of detail on transition topics. MOD514 (DMV Regime) and MOD515 (USRV Mod) have been raised and are progressing through their respective workgroups. 2 further mods are progressing as per plan through the necessary governance. Probability has been reduced as the risk of identifying further mods reduces as Detailed Design closes out. 	2	3	6	
UKLIEF_03	There is a risk that some industry stakeholders do not have a good understanding of the UKLink Programme and Nexus requirements due to not attending industry meetings, leading them to not being ready for UKL testing/implementation phases.	<ul style="list-style-type: none"> Industry readiness matrix developed to monitor organisations readiness. Engagement programme in place to target organisations not always present at industry meetings. Engagement Newsletters issued quarterly to all organisations. Data Cleansing programme in place and monitored. Registration activities for Market Trials to take place. Increased communication on take up of classes for new settlement products. Shippers and GT's to raise issue and awareness at any other fora they may attend e.g. Gas Forum, ICOSS, etc. Xoserve contact point is Stakeholder Business Partner. A second Shipper event (UK Link Shipper Engagement Day) took place on 02/10. To Be Processes with File Format changes overlaid are being shared through the UKLIEF by Xoserve, with a schedule running up until December 2014. 	<ul style="list-style-type: none"> During Xoserve / Shipper 1-2-1 engagement meetings, we are still encountering organisations that do not have an appreciation of the Nexus requirements or the UKLink Programme Changes. Xoserve are continuing to support these organisations. Xoserve held an Architecture & Technology Day on 05/06 which was extremely well attended from across the industry. The day outlined the Solution Architecture and technology being used for UKLink and an overview of the Programme Delivery Lifecycle. Xoserve are receiving an increased number of requests to meet on a 1-1 basis with Shippers. A Programme update was given by the Programme Director at the UK Link Shipper Engagement Day, held on 02/10. The UK Link Shipper Engagement Day was extremely well attended, with a number of Industry organisations in attendance. A Gemini Consequential Changes focussed 'External Stakeholders Meeting' is being scheduled to take place at the end of November. UKLIEF attendance for To Be Processes has been positive. File Formats have been released to the Industry, providing tangible content for the Industry to review. Xoserve are facilitating Shipper walkthroughs of all Shipper reps received as part of the File Format consultation process. 	2	3	6	
UKLIEF_10	There is a risk that information shared at industry forums is not filtered back into the relevant contacts within industry organisations with potential for previously concluded industry discussion are re-raised.	<ul style="list-style-type: none"> Attendance at UKLIEF is open to any relevant individual from organisations. ToR clearly sets out the requirements of attendees. Joint Office Website contains records of all PNUNC meetings held to date. 	<ul style="list-style-type: none"> Xoserve has discussed this risk in 1-2-1 shipper meetings. The UK Link Shipper Engagement Day was extremely well attended, with a number of Industry organisations in attendance. Information presented at UKLIEF is published to Xoserve.com (including To Be Processes). Xoserve are conducting a Gemini Consequential Changes specific 'External Stakeholders Meeting' at the end of November. 	2	3	6	

UKLIEF_07	There is a risk that stakeholders are unable to resource the changes required for UKLink Programme alongside other changes required in 2015 leading to processing issues post go live.	<ul style="list-style-type: none"> • Ensure visibility of industry wide programme and dependencies. • Risk is discussed at Change Overview Board amongst senior Industry stakeholders. 	<ul style="list-style-type: none"> • Through 1-2-1 engagement some parties have raised concerns with resourcing of UKLink Programme alongside other changes. • COB dashboard presented monthly which summarises the current portfolio of change and monitors dependencies. • File format information will help the organisations understand the scale of change impacting their organisation. • Information from mod 513 may add further updates. 	3	2	6	
UKLIEF_08	There is a risk that stakeholders choose not to participate in Market Connectivity testing and Market Trials leading to issues being encountered connecting to the new system post go live.	<ul style="list-style-type: none"> • Engagement plan to highlight Market Trials to stakeholders. • Visibility of Market Trial dates. • Participation in Market Connectivity Testing and Market Trials to be encouraged through the 'Market Trials Working Group'. 	<ul style="list-style-type: none"> • Testing Strategy presented on 12th May, giving outline information on the Trials will be a factor examined by the shipper readiness analysis work conducted by Xoserve. • Market trials registration process will enable assessment of the level of participation. 	3	2	6	
UKLIEF_09	There is a risk that other industry programmes are delayed or change in scope leading to conflicting timescales or a requirement to amend the baselined UKL design models which impacts on the implementation timescales.	<ul style="list-style-type: none"> • Monitor industry programmes and potential impacts to UKLink Programme. • Identify dependency points between programmes. • Ask industry participants to draw attention to conflicting timescales in industry discussions where Xoserve are not present. • Xoserve's UAT approach will ensure any functionality, to be covered in Market Trials, is prioritised and covered early in UAT. 	<ul style="list-style-type: none"> • Xoserve analysing any impacts from proposed DCC go live change to 1st December 2014. 	2	3	6	
UKLIEF_16	There is a risk that the Industry may face a higher level of issues during Market Trials due to the overlap between this Phase and Xoserve's internal UAT phase.	<ul style="list-style-type: none"> • No functionality will be released to Market Trials without internal UAT being completed. • Alignment of Xoserve's UAT plan with the Market Trials execution plan 	<ul style="list-style-type: none"> • N/A. 	2	3	6	
UKLIEF_04	There is a risk that industry modifications are raised which impact the baselined requirements and/or design models leading to an impact on the delivery (time/cost/quality) of the UKLink Programme.	<ul style="list-style-type: none"> • Early engagement process in place for Xoserve to be involved prior to new modification being raised. • Communicate key messages that requirements are baselined. • Change Control process in place for the programme. • Make impacts visible (time/cost/quality) of potential changes to the programme at work stream meeting, Change Overview Board and UNC Mod Panel. 	<ul style="list-style-type: none"> • New requirement analysis on hold to enable Xoserve resource to focus on delivery of baselined scope. • Baselined list of modifications in place for the programme to track. • Changes to legacy systems will not necessarily be delivered for 1st October 2015 in the new systems. • Modification template now includes the section "Does this modification affect the Nexus delivery, if so, how?". 	1	2	2	
UKLIEF_14	There is a risk that external organisations will not have the required minimum technical specifications in place to utilise the new UKL system (including portal), because they are operating on incompatible systems, leading to external organisations having limited or no access to UKL at go-live.	<ul style="list-style-type: none"> • An initial view was provided to the Industry at the Architecture & Technology Day in June 2014. • This will be followed up by an external communication that will brief the Industry on the minimum technical requirements for the UKL 	<ul style="list-style-type: none"> • Risk has been merged with UKLIEF_06 due to its similar risk nature. 	Closed			