Project Nexus Transitional Governance
(Handing responsibility back to Industry)

DSC Change Management
Committee
12 July 17

- In March 2016, Ofgem stepped in to take on a sponsorship role for the end-to-end delivery of Project Nexus. We did this because of the risks to consumers of a failed implementation, although it was with reluctance as we do not see our role to be leading industry IT upgrade programmes.

- Our sponsorship was always temporary and we have been clear of our desire to return to our normal role as regulator and hand responsibility back to industry. We have developed a set of Exit Criteria to help us identify when we can safely step back without jeopardising the Project Nexus Success Factors, which have guided us as sponsors. They are focussed on system stability and the arrangements being in place for industry to manage outstanding issues. A copy is attached at Appendix 1.

- Project Nexus successfully went live on 1 June 2017 and while there are some issues still being managed by industry, the overall level of problems and issues has been low and indeed much lower than expected. In particular, given our focus on protecting consumers, we are pleased that the main consumer-facing business processes are working well.

- A factor in this success was having a well structured governance arrangement, with a range of experts involved, with decisions being made at an appropriate level of the hierarchy; under the ultimate guidance of the Project Nexus Steering Group (PNSG).

- However, we cannot remain in our sponsorship role and retain this governance structure until every issue has been closed out. Our continued involvement as sponsor would become increasingly disproportionate to the scale of ongoing issues which are being managed. It would be inefficient, imposing additional costs which industry would need to cover and prevent Ofgem resources being deployed on other issues which would have greater benefit for consumers.

- For this reason, we have been working with Xoserve and discussing with a wide range of industry parties a number of options for transitioning the governance arrangements for Project Nexus and the process of Ofgem exiting its sponsorship role.

- Since we took on our sponsorship role, industry has implemented fully the Xoserve Funding, Governance and Ownership (FGO) reforms. In our view, this is a material difference to when we took on sponsorship: the FGO / Data Services Contract (DSC) structures provide market participants with the formal/codified structures and systems to hold Xoserve to account for delivering a good service to all its customers.

- The purpose of this agenda item is to **seek the DSC Change Management Committee's agreement to our governance transition approach** and specifically to set up a Delivery Sub-Committee to close down the last remaining issues from Project Nexus. Our recommendation is for the **current governance structures to be "lifted and shifted" with the existing PNSG (including members) becoming the new Delivery Sub-Committee**.
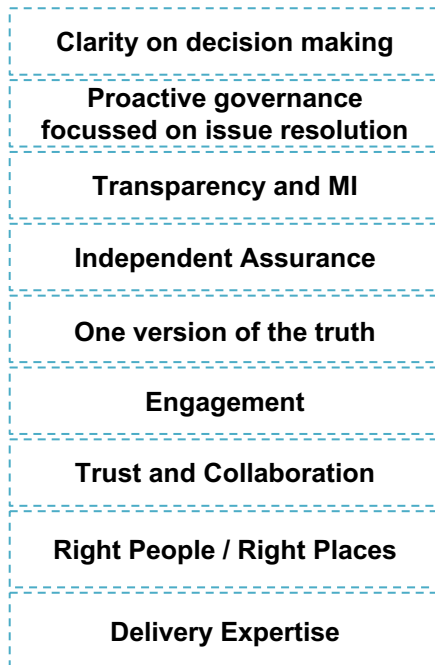
- We are addressing this governance proposal to the DSC Change Management Committee, as this is about closing down the major "change" delivered by Project Nexus.
- While we are clear the DSC Change Management Committee is the right place to move our current governance structure to, we do not think the Committee could take on this new role itself:
  - You are already very busy with your current workload and this could distract you from the important tasks at hand
  - We do not think the Committee has the right mix of skills (especially delivery / programme management)
  - There is a pool of knowledge in the PNSG relating to Project Nexus that is required to make effective decisions on the closeout of the project
- The PNSG governance structure is currently performing three roles, which would continue in the Delivery Sub-Committee:
  - Monitoring performance of Xoserve's systems
  - Taking (limited) decisions during the Post Implementation Support (PIS) stage
  - Tracking Ofgem's exit from a sponsorship role
- Transitioning the governance structure does not mean that Ofgem exits immediately – we expect to remain in a sponsorship role at least until August and would continue to attend governance meetings during this period.
- Establishing a Delivery Sub-Committee is just a first step for industry – and Xoserve's customers more specifically – to take more control and oversight. This would be part of a staged transition back from Ofgem to industry.
- Ofgem would continue to be involved in the new Sub-Committee as observers and we would transfer the chairing responsibility to PwC – as independent parties appointed by Xoserve. In practice Steve Mullins who has lead the effort on Project Nexus would be the interim chair however would not hold any decision rights.
- We have adjusted the terms of reference of the PNSG and associated groups, for the transfer to a Delivery Sub-Committee to make clear that the ultimate route for decision making is up through the DSC Change Management Committee and that the broader arrangements to ensure the agreed FGO dispute mechanisms are in play. This makes sure that Xoserve's customers have appropriate control over the CDSP.
- However, I would note the other strengths of the Project Nexus governance structure was the collaborative spirit of joint-working between Xoserve and market participants which I hope will continue long into the future.

Proposed Transitional Approach - Principles & Concept

Lessons Learned from Project Nexus

Collectively, Ofgem and Xoserve have identified the following key lessons learned. These have been considered when defining the transitional governance proposal.
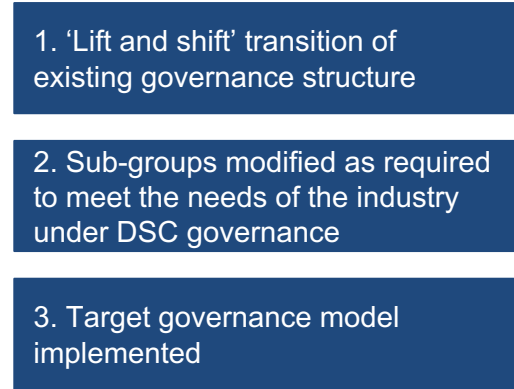
- **Clarity on decision making**
- **Proactive governance focussed on issue resolution**
- **Transparency and MI**
- **Independent Assurance**
- **One version of the truth**
- **Engagement**
- **Trust and Collaboration**
- **Right People / Right Places**
- **Delivery Expertise**

Guiding Principles

In light of a successful Go-Live, Ofgem has increased the pace of governance transition back to industry ownership. In the development of the governance transition approach, Ofgem and Xoserve have defined clear guiding principles which have informed the proposal.

- **Simple**
- **Scalable and flexible**
- **Low risk & will maintain industry buy-in**
- **Allows for a quick transition**

Proposed Transitional Arrangements

With the guiding principles in mind, a proposal was developed in consultation with representatives from the DSC Change Management and Contract Management Committees which at a conceptual level proposes transition of governance in three phases.

1. 'Lift and shift' transition of existing governance structure

2. Sub-groups modified as required to meet the needs of the industry under DSC governance

3. Target governance model implemented

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The proposal below has been developed based on the concept and principles described in the previous slide. This view has been developed in collaboration between Ofgem and Xoserve and has been refined following consultation with DSC Change Management and Contract Management Committee representatives on 26 June 17.

Project Nexus Existing Governance

Transitional Governance

(Next few slides)
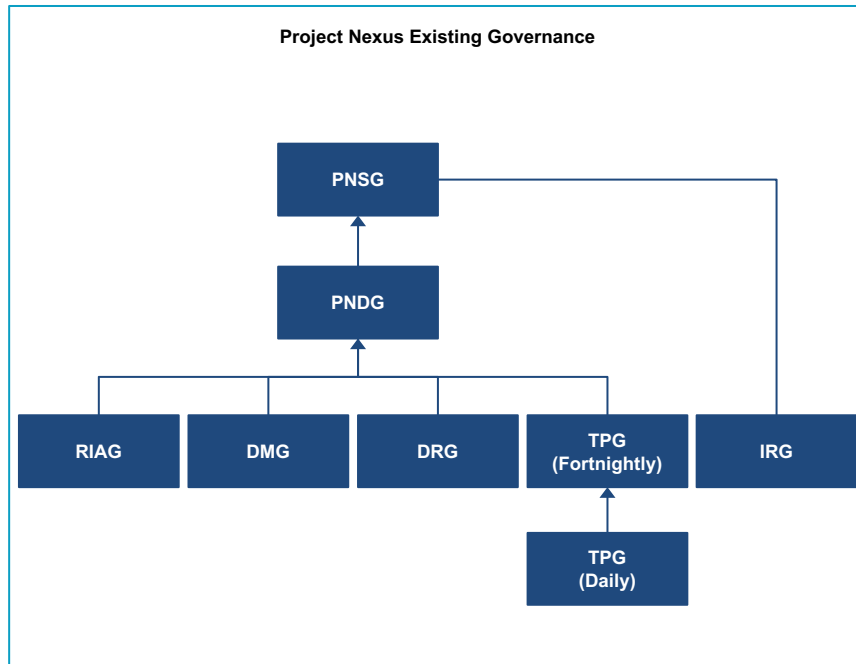
See appendix 5 for acronyms

Governance under Project Nexus	Transitional Governance under DSC

Proposed transitional approach: Delivery Sub-Committee under direction of DSC Committees

It is proposed that the existing governance structure is transferred to sit under DSC Governance with consolidation of groups as appropriate to meet the needs of Project Nexus.

Project Nexus Existing Governance

- PNSG
- PNDG
- RIAG
- DMG
- DRG
- TPG (Fortnightly)
- IRG
- TPG (Daily)

Transitional Governance

- DSC Change Mgmt Committee
- DSC Contract Mgmt Committee

Governance under Project Nexus

Transitional Governance under DSC

DSC Contract Management Committee to direct Xoserve to establish 'Change Management Delivery Sub-Committee' under the Change Management Committee. This group will consolidate PNSG and PNDG functions.

Project Nexus Existing Governance

Strategic direction to be provided by DSC Change Management Committee
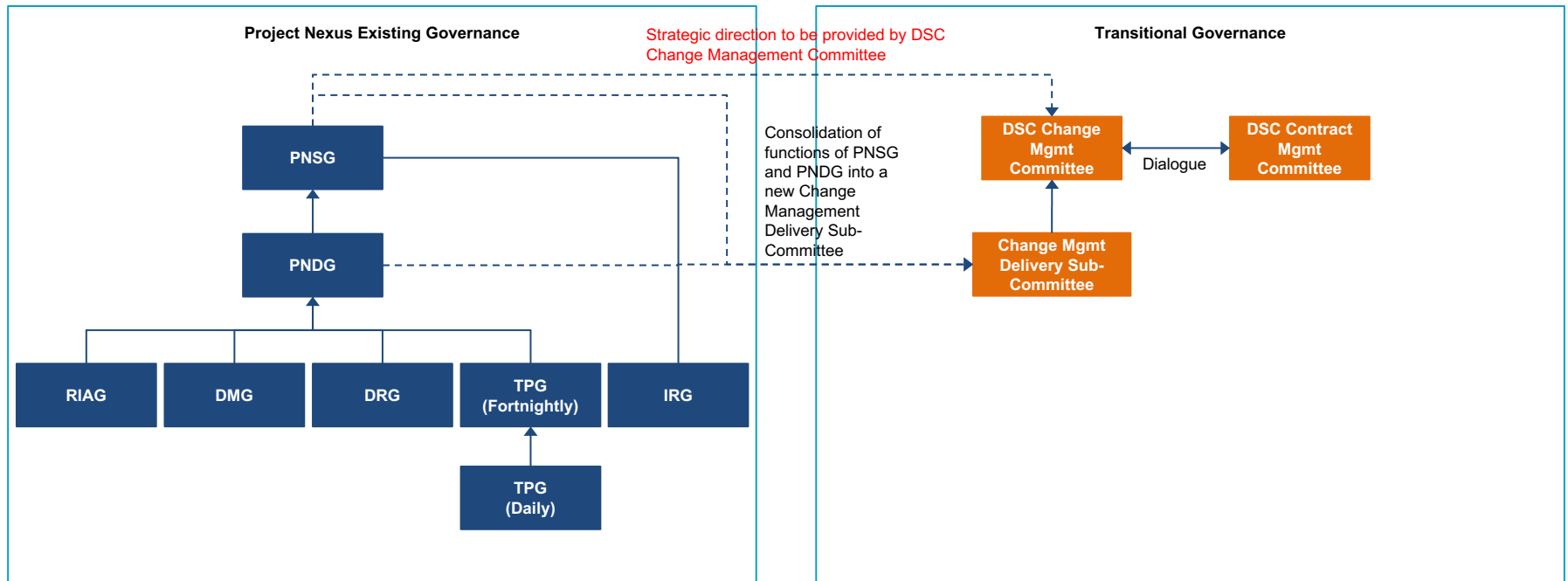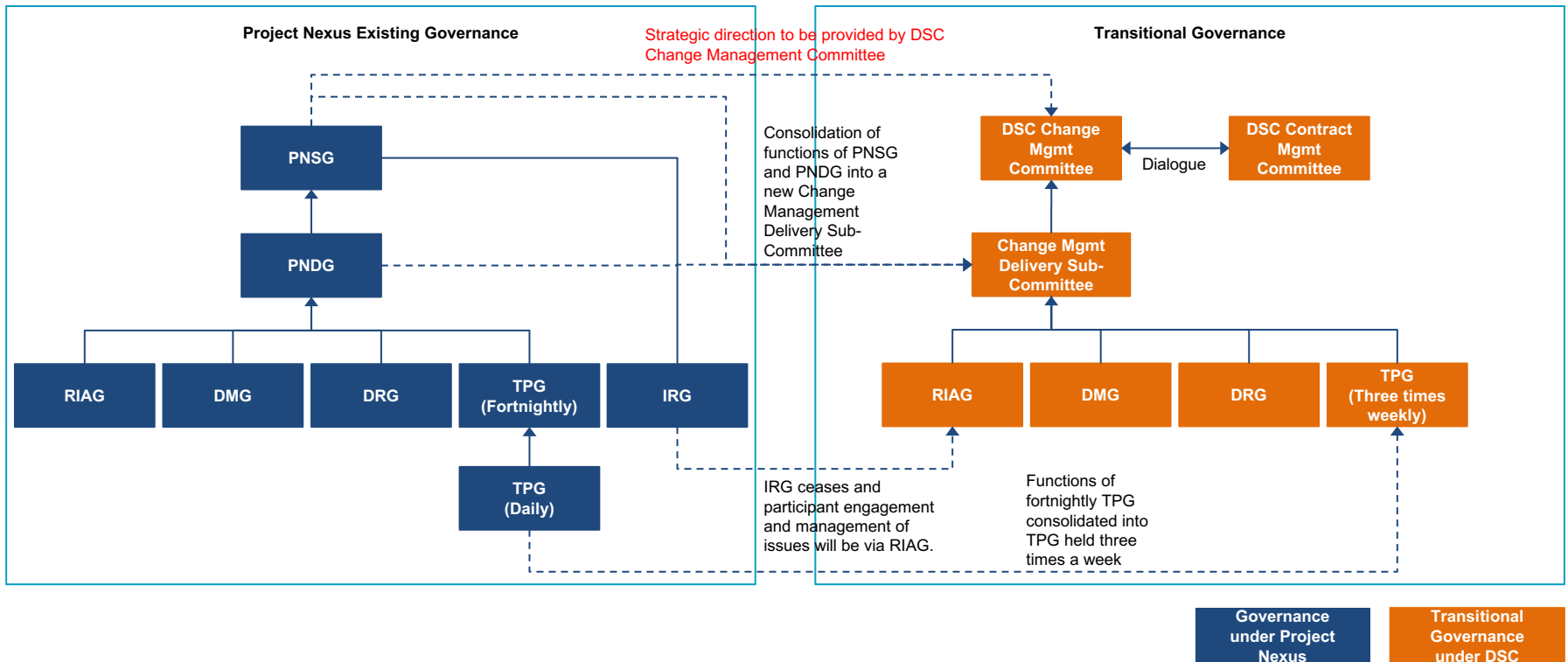
Transitional Governance

Consolidation of functions of PNSG and PNDG into a new Change Management Delivery Sub-Committee

PNSG

PNDG

RIAG	DMG	DRG	TPG (Fortnightly)	IRG

TPG (Daily)

DSC Change Mgmt Committee	Dialogue	DSC Contract Mgmt Committee

Change Mgmt Delivery Sub-Committee

Governance under Project Nexus	Transitional Governance under DSC

- Existing PNSG members to become Change Management Delivery Sub-Committee members, with the Change Management Committee able to to change attendees as required.
- Change Management Delivery Sub-Committee to be run by Xoserve with delegated decision making authority from the Change Management Committee and decisions made by consensus.
- Strategic direction and scope of delegated decision making by the Change Management Delivery Sub-Committee determined by the DSC Change Management Committee.
- The Change Management Committee will not normally be an escalation route for decision making by the Change Management Delivery Sub-Committee (unless a consensus cannot be reached) due to the delivery-focussed nature of the decisions required. However, in such exceptional circumstances the Change Management Committee will take decisions if there is failure to reach consensus at the Change Management Delivery Sub-Committee.

Proposed transitional approach: Delivery Sub-Committee under direction of DSC Committees
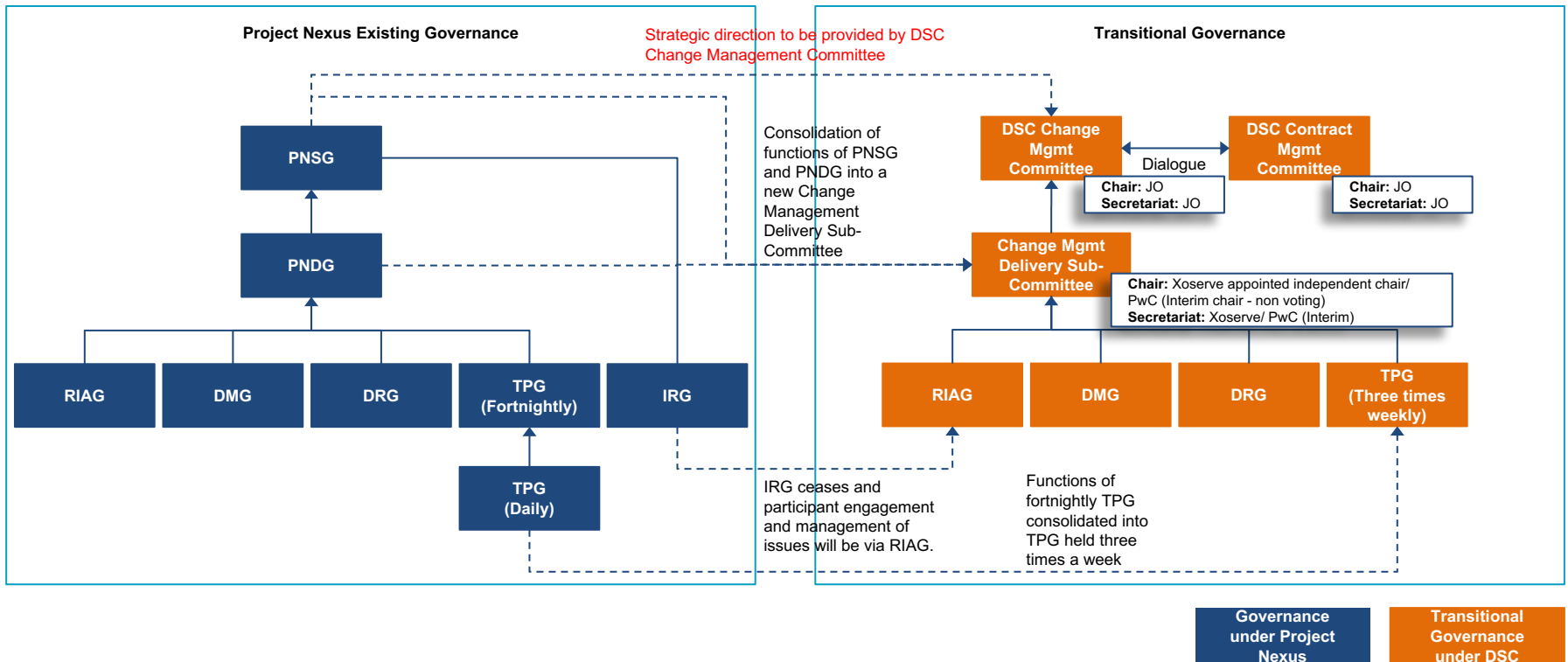
Sub-groups (RIAG, DMG, DRG, TPG) to be transferred under Change Management Delivery Sub-Committee with groups consolidated to reflect the needs of the industry during the remaining PIS period.

Project Nexus Existing Governance

Strategic direction to be provided by DSC Change Management Committee

Transitional Governance

Consolidation of functions of PNSG and PNDG into a new Change Management Delivery Sub-Committee

PNSG

PNDG

RIAG | DMG | DRG | TPG (Fortnightly) | IRG

TPG (Daily)

DSC Change Mgmt Committee — Dialogue — DSC Contract Mgmt Committee

Change Mgmt Delivery Sub-Committee

RIAG | DMG | DRG | TPG (Three times weekly)

IRG ceases and participant engagement and management of issues will be via RIAG.

Functions of fortnightly TPG consolidated into TPG held three times a week

Governance under Project Nexus

Transitional Governance under DSC

- RIAG will continue to have access to SMEs for bespoke issues and will take on responsibility for participant engagement on issues (replacement of IRG Level 3) as IRG itself is discontinued.
- TPG fortnightly and daily calls to be consolidated into sessions held three times a week prior to transition of governance.

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Joint Office (JO) to continue to perform chair and secretariat role for DSC Change and Contract Committee meetings. Change Management Delivery Sub-Committee to have independent non voting chair (PwC interim) with Xoserve taking on the secretariat role following appropriate knowledge transfer from PwC.

Project Nexus Existing Governance

Strategic direction to be provided by DSC Change Management Committee

Transitional Governance

PNSG

PNDG

RIAG | DMG | DRG | TPG (Fortnightly) | IRG

TPG (Daily)

Consolidation of functions of PNSG and PNDG into a new Change Management Delivery Sub-Committee

IRG ceases and participant engagement and management of issues will be via RIAG.

DSC Change Mgmt Committee — Dialogue — **DSC Contract Mgmt Committee**

Chair: JO
Secretariat: JO

Chair: JO
Secretariat: JO

Change Mgmt Delivery Sub-Committee

Chair: Xoserve appointed independent chair/ PwC (Interim chair - non voting)
Secretariat: Xoserve/ PwC (Interim)

RIAG | DMG | DRG | TPG (Three times weekly)

Functions of fortnightly TPG consolidated into TPG held three times a week

Governance under Project Nexus	Transitional Governance under DSC

- Change Management Delivery Sub-Committee to be independently chaired with PwC taking this role, in a non-voting capacity, on an interim basis.
- Secretariat role for governance groups to be supported by PwC during the transitional governance structure to provide continuity, maintain industry buy-in and minimise risk during the transitional phase. PwC will facilitate knowledge transfer to allow these roles to be transitioned as appropriate to Xoserve.

Scope of business

- Driving completion of Project Nexus and the PIS period
- Decisions regarding Gemini and other non Project Nexus items are out of scope for this group

Functions

- Risk management
- Responsive decision making and issue resolution
- Make recommendations to the DSC Committees
- Oversee regular delivery progress, stability and issue reporting including:
  - System health and performance
  - Progress towards attaining PIS exit criteria
  - Incident and defect reporting
  - Release management reporting.

Decision making and escalation route

- By unanimous agreement of all members (excluding chair). In the event that unanimous agreement cannot be reached escalation is to the DSC Change Management Committee

Inputs

- Programme / Operational Dashboard (roll-up)
- Status narrative including RAG commentary
- Escalated risks & issues
- Decisions required

Frequency

- Monthly with ad hoc meetings if required

Chair

- Chair: Xoserve appointed independent chair/ PwC (Interim chair - non voting)
- Secretariat: Xoserve/ PwC (Interim)

Scope of delegated authority

- Sub-Committee will operate with delegated authority from the DSC Change Management Committee to allow decision making within agreed scope which is limited to:
  - End of Xoserve PIS period
  - Release management during PIS
  - Re-organisation of sub-groups (including closedown and/or new groups and transfer of chairmanship and/or secretariat to Xoserve or the JO)
  - Decisions outside of this scope to be escalated to DSC Change Management Committee

Outputs

- Actions to be taken by programme participants and industry governance bodies
- Decisions as delegated by DSC Change Management Committee
- Decision making by consensus and escalation to Change Management Committee where a consensus cannot be met
- Recommendations to the DSC Change Management Committee

Format

- Monthly scheduled meeting to take place with separate broadcast and discussion elements. Ad hoc meetings if required

Broadcast (2 days prior to formal meeting)

Attendees

- Current PNDG invitees and PNSG members (See appendix 3 and 4)
- Ofgem to attend in observer capacity on an interim basis

Agenda

- System health and performance
- Plan on a page progress updates and milestone decisions
- Risks, issues and mitigations
- Working group (RIAG, TPG, DRG, DMG) updates
- Ad hoc agenda items to be included at the discretion of the chair
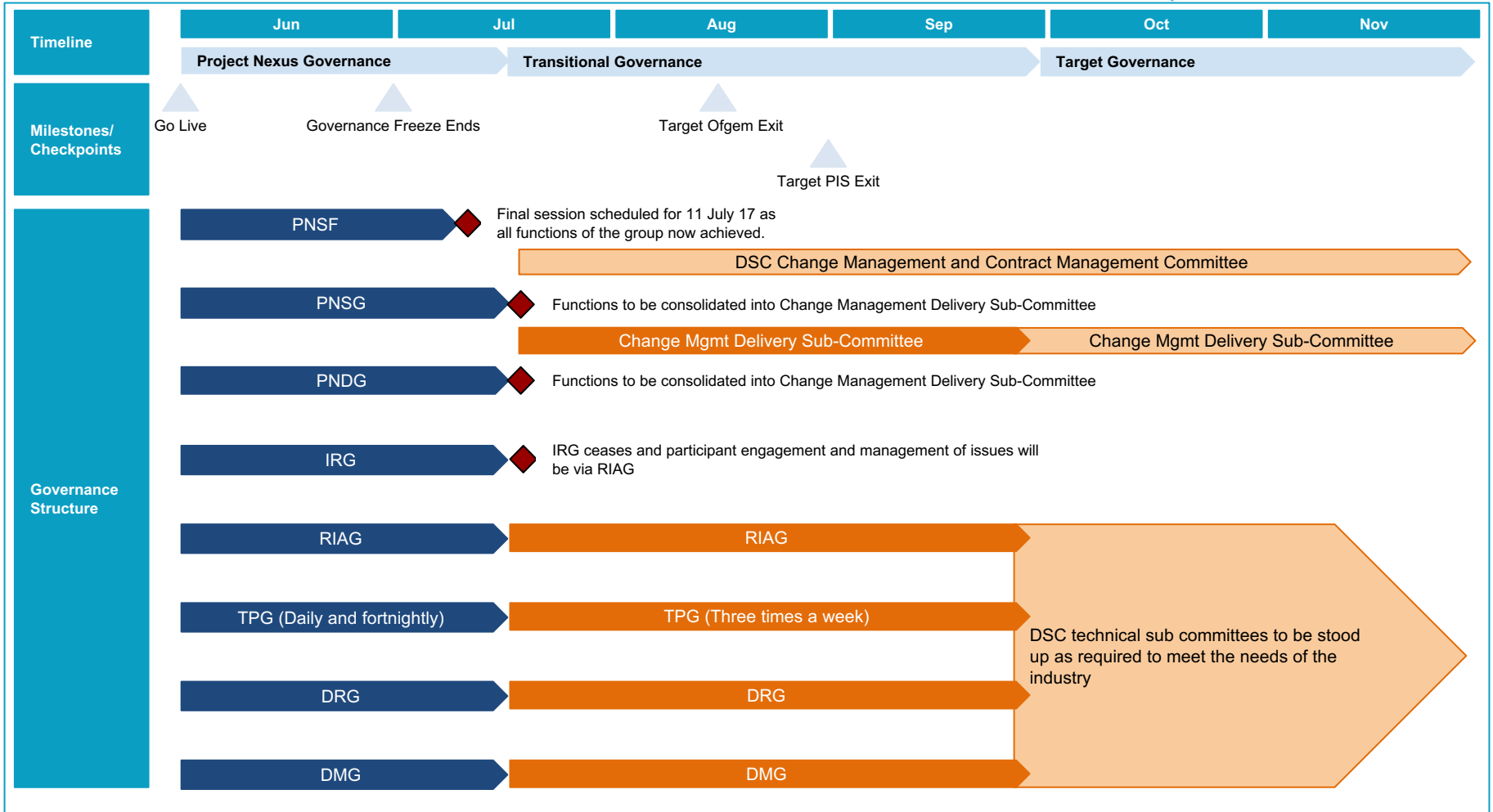
Formal meeting

Attendees

- Current PNSG members (See appendix 4)
- Ofgem to attend in observer capacity on an interim basis

Agenda

- Issues/questions raised by participants
- Agreement of key actions required
- Decisions required
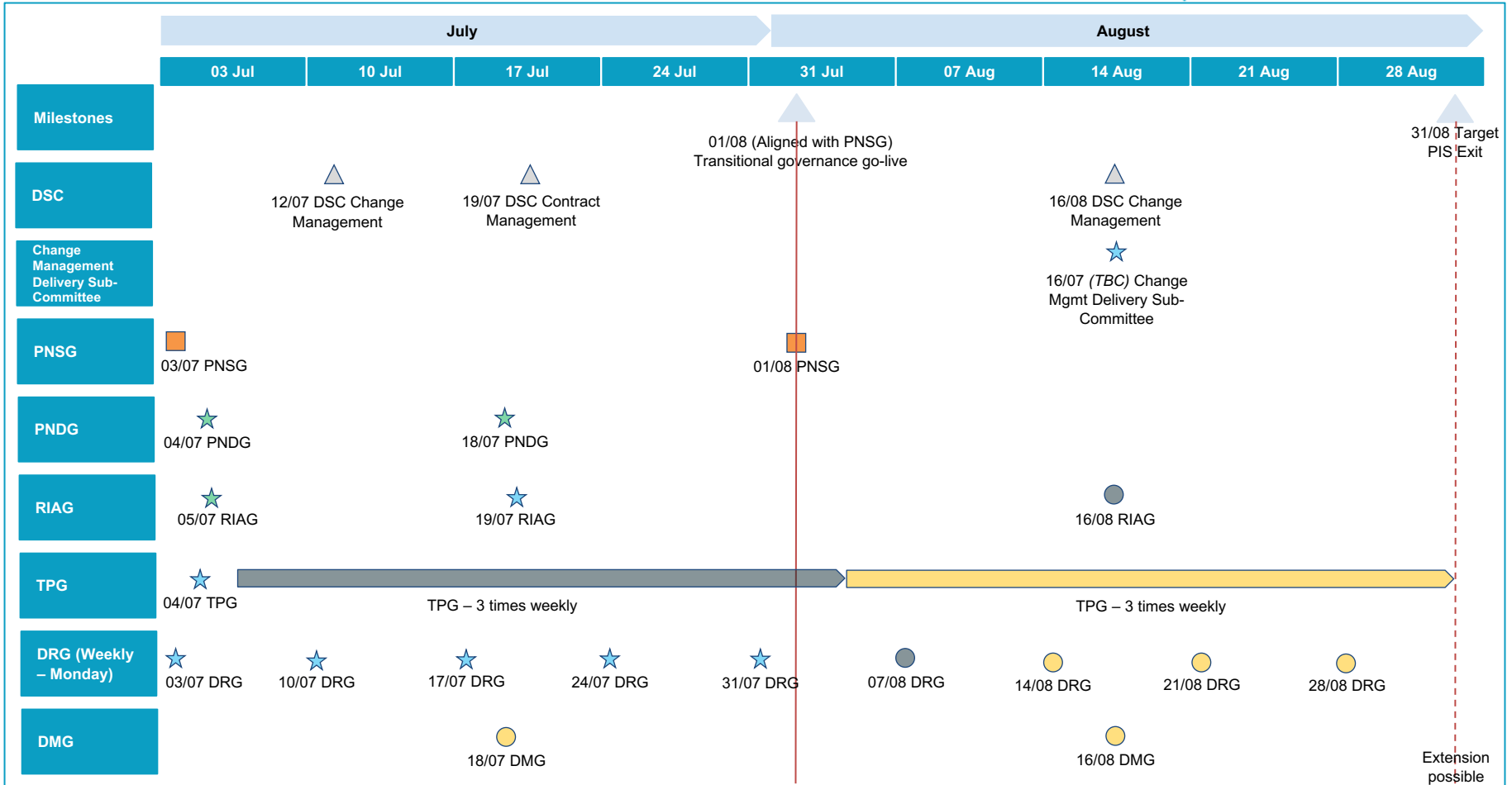- Ad hoc agenda items to be included at the discretion of the chair

Proposed governance transition plan

Timeline	Jun	Jul	Aug	Sep	Oct	Nov

Project Nexus Governance → **Transitional Governance** → **Target Governance**

Milestones/ Checkpoints

- Go Live
- Governance Freeze Ends
- Target Ofgem Exit
- Target PIS Exit

Governance Structure

PNSF — Final session scheduled for 11 July 17 as all functions of the group now achieved.

DSC Change Management and Contract Management Committee

PNSG — Functions to be consolidated into Change Management Delivery Sub-Committee

Change Mgmt Delivery Sub-Committee | Change Mgmt Delivery Sub-Committee

PNDG — Functions to be consolidated into Change Management Delivery Sub-Committee

IRG — IRG ceases and participant engagement and management of issues will be via RIAG

RIAG | RIAG

TPG (Daily and fortnightly) | TPG (Three times a week)

DSC technical sub committees to be stood up as required to meet the needs of the industry

DRG | DRG

DMG | DMG

- **It is assumed that the current funding arrangements by GTs will continue until 01 Sep 17**

Governance under Project Nexus

Transitional Governance under DSC

Target Governance under DSC

Draft Meeting Schedule and Administration Responsibilities

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	July				August			
	03 Jul	10 Jul	17 Jul	24 Jul	31 Jul	07 Aug	14 Aug	21 Aug	28 Aug

Milestones
- 01/08 (Aligned with PNSG) Transitional governance go-live
- 31/08 Target PIS Exit

DSC
- 12/07 DSC Change Management
- 19/07 DSC Contract Management
- 16/08 DSC Change Management

Change Management Delivery Sub-Committee
- 16/07 *(TBC)* Change Mgmt Delivery Sub-Committee

PNSG
- 03/07 PNSG
- 01/08 PNSG

PNDG
- 04/07 PNDG
- 18/07 PNDG

RIAG
- 05/07 RIAG
- 19/07 RIAG
- 16/08 RIAG

TPG
- 04/07 TPG
- TPG – 3 times weekly
- TPG – 3 times weekly

DRG (Weekly – Monday)
- 03/07 DRG
- 10/07 DRG
- 17/07 DRG
- 24/07 DRG
- 31/07 DRG
- 07/08 DRG
- 14/08 DRG
- 21/08 DRG
- 28/08 DRG

DMG
- 18/07 DMG
- 16/08 DMG

Extension possible

Chair Key
Transition of Chairs and Secretariat roles (to Xoserve) will be agreed between Xoserve and Industry and only commence once Xoserve has demonstrated capability/capacity to run the groups

- △ JO
- ☐ Ofgem
- ☆ PWC
- ☆ PWC / Xoserve (support/shadow)
- ● Xoserve / PWC (shadow)
- ● Xoserve

Decision

- DSC Change Management Committee are asked to approve*:
  - Xoserve (CDSP) establishing the Change Management Delivery Sub-Committee and it's sub groups (TPG, RIAG, DMG and DRG)
  - The Terms of Reference for the Change Management Delivery Sub-Committee including the proposed delegated decision making rights:
    - End of Xoserve PIS period
    - Release management during PIS
    - Re-organisation of sub-groups (including closedown and/or new groups and transfer of chairmanship and/or secretariat to Xoserve or the JO)
  - The Terms of Reference for the Change Management Delivery Sub-Committee sub groups (TPG, RIAG, DMG and DRG) (See Appendix 2)
  - The transitional governance arrangements going live ~~from week commencing 24th July 2017~~ following the final PNSG (anticipated to occur week commencing 31 Jul 17) until 01 Sep 17.

> *GT SECTION D, Annex D, 4.1.4. A DSC Committee may establish a sub-committee for such purposes (within the scope of its functions, powers and duties) and comprising such members and on such terms as it decides; and references to a DSC Committee include any such sub-committee.

Next steps

- It is proposed that once the transitional governance arrangements are implemented that Xoserve work with the DSC Change Management Committee and Contract Management Committee to develop the target model to meet the future needs of the industry.
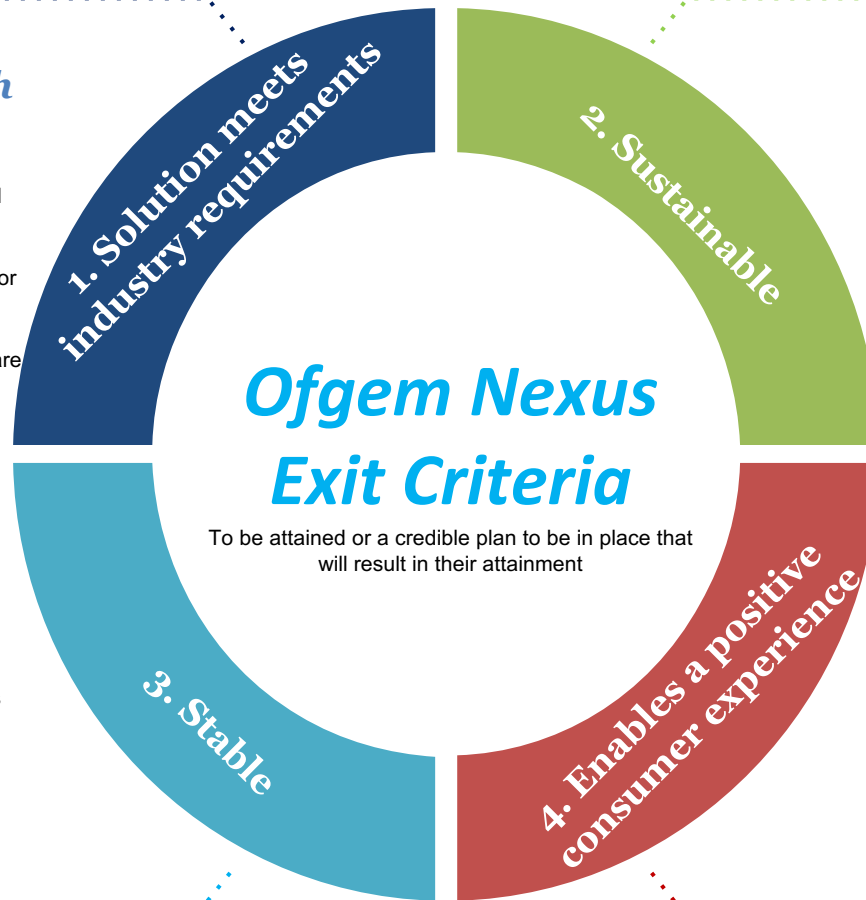
1. Ofgem Exit Criteria
2. Proposed amendments to Terms of Reference (ToR) for the following sub-groups of the Change Management Delivery Sub-Committee:
   - RIAG
   - TPG
   - DMG
   - DRG
3. PNDG invitee list
4. PNSG attendee list
5. Acronym glossary

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Ofgem Nexus Exit Criteria

To be attained or a credible plan to be in place that will result in their attainment

1. Solution meets industry requirements

2. Sustainable

3. Stable

4. Enables a positive consumer experience

1. System operates as designed and in line with industry expectations

- Key market processes have been executed successfully (or where they span a long period of time, there is confidence they will be successful)
- Transitional issues have either been resolved or a robust process is in place to manage remaining issues
- Workarounds are operating as designed and are manageable

2. New governance and support processes are embedded and working

- Knowledge transfer activities between Ofgem, Xoserve and PwC have been completed.
- Industry governance arrangements are in place and working sufficiently well
- Xoserve and industry have appropriate crisis management arrangements in place

3. System performance is stable and reliable

- Xoserve's defect management / change management/release management/workaround phase out processes have been demonstrated to be fit for purpose
- The level of transactional activity in Nexus is representative of Business as Usual (BAU)
- Xoserve has reporting in place – which is available to industry – on the operating health of overall ecosystem

4. Project Nexus can deliver expected consumer benefit

- No significant ongoing disruption to end-customer facing processes as a result of Nexus
- No significant ongoing negative press coverage which impact industry reputation on gas settlement
- Xoserve are able to meet their Process and System SLAs as defined in the Data Services Contract

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RIAG

Purpose

- To identify risks and issues relevant to the initial operations of Project Nexus and the PIS period.
- To consider risks and issues identified and recommend associated mitigating actions
- To provide advice to the Change Management Delivery Sub-Committee on risk and issues.
- RIAG is an advisory group only and holds no decision authority and any recommendations should be escalated to the appropriate governance body.

Frequency

- Monthly face to face meetings when feasible
- Ad-Hoc calls if emergent issues are raised

Objectives

- Provide a means to assess the programme / operational impact of risks and issues.
- Ensure broad input into risks, issues and mitigations drawing on the collective experience of the group's members and provide a holistic perspective on risks
- Ensure a proactive approach by involving participants in the process of developing, validating and monitoring key mitigation actions to address concerns.

Actions taken

- Provide input to the overall risk and issue log
- Determine the risks and/ or issues to escalate to Change Management Delivery Sub-Committee

Chair

- PwC

Inputs

- Open Risks and Issues from the Risks and Issue Log
- Subsequent risk and issue updates from Change Management Delivery Sub-Committee
- Matters raised by Market Participants, Ofgem, Xoserve, PwC or Baringa

Outputs

- Updated risk and issue slides for Change Management Delivery Sub-Committee packs.
- Risk landscape slides for Change Management Delivery Sub-Committee packs
- Actions/ recommendations/mitigation activities

Members/ Attendees

- Market Participants including market participants wishing to contribute to discussion on a particular risk or issue
- Xoserve
- Ofgem (Observer)
- Baringa
- PwC

Standing agenda

- Progress and ratings of the risk and issues (and the associated actions) documented in Change Management Delivery Sub-Committee packs.
- Risk, Issues and Actions
- Periodic review of the overall Risk and Issue log
- Review of Post Go Live Plan on a Page and how the programme is tracking against it. Discussion of key milestones etc.
- Agenda items to be included at the discretion of the chair on an ad hoc basis

Escalation route

- Change Management Delivery Sub-Committee
- Whilst the forum will be used to address key risks/and or issues, the Project Nexus PMO team will continue to have overall responsibility for coordination of risk and issue activities.

TPG

Frequency
• Three times weekly from 05 Jul 17

Objectives
• Ensure a smooth transition to Business As Usual activities, with a focus upon a positive experience for the end customer • Inform the market of Xoserve system health and performance.

Decisions taken
• This will not be a decision making forum - Escalation to Change Management Delivery Sub-Committee

Chair
• Chaired by Xoserve with support from PwC

Inputs
• Xoserve daily dashboard

Outputs
• Published Xoserve daily dashboard

Members/ Attendees	

• TPG distribution list
• Xoserve - Transition Team & Industry Engagement
	• Transition Representatives from:
	  • Shippers
	  • GT
	  • iGTs
	  • DMSPs

Standing agenda
• Review of Xoserve TPG dashboard to monitor and track: System performance and service availability; Incident P1 – P5 resolution performance; Exception resolution performance; Query resolution performance; Key Business Process Performance (1st Run and Ongoing) • Agenda items to be included at the discretion of the chair on an ad hoc basis

Escalation route
• Change Management Delivery Sub-Committee

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DMG

Frequency

- Monthly face to face meetings
- Frequency increased as required in lead up to cutover
- DMG to be scheduled to feed into Change Management Delivery Sub-Committee

Objectives

- Manage the data cleanse activities and review migration activities to ensure data migrated to new UK Link is fit-for-purpose, supporting industry requirements, is stable and sustainable, and does not adversely impact customers, by:
    - Discussion of the progress of data acceptance, migration and cleansing activities required to minimise the impact of data discrepancies
    - Identifying and driving data related activities that should be performed by participants or Xoserve to support the controlled operation of the market through transition, cutover and into business as usual operation
- Quantify the impact of data issues, defining and prioritising potential solutions and tracking them to resolution
- Act upon requests or actions from the Change Management Delivery Sub-Committee relating to Data
- Coordinate activity with PAC

Decision / Actions taken

- Communications approach
- Transformation rules
- Tactical data cleanse activities
- Quantify the impact of data quality on market activities and objectives
- Migration and data GONG criteria review
- Activities to support sustained improvement in data across the industry

Chair

- Emma Lyndon (Xoserve)

Inputs

- Agenda and forum materials to be published 2 working days before forum

Outputs

- Completed minutes and actions to be circulated to attendee list within 1 working day for review and comment
- Agreed minutes to be published (via website) within 2 working days

Members/ Attendees

- Xoserve – Data and Migration
- DMG is be an open forum available to data representatives from:
    - Shippers
    - GT
    - iGTs
- Attendees should contribute to the matters arising in the group, ideally
    - in decision-making and/or expert roles
    - with experience of the business processes impacted by data
    - with experience of the data migration phases of projects

Standing agenda

- Review of Xoserve DMG Dashboard to support triage, prioritisation and tracking progress of data defects
- Data cleanse activities and progress
- Responding to risks and issues, inputting to governance process
- Agenda items to be included at the discretion of the chair on an ad hoc basis

Escalation route

- Change Management Delivery Sub-Committee

DRG

Structure, frequency & timing

- WebEx Meetings to run every Monday between 11:30 and 13:30 until the end of the PIS period, however the ToRs may be amended at the Code Stability Checkpoints.
- On an exception basis, ad-hoc calls or face to face meetings may be arranged to discuss specific defects and/or releases.

Objectives

- To be the single gate of control for any changes to the production environment.
- To provide visibility of all open defects, including functional and data.
- To allow Subject Matter Experts (SMEs) from both Market Participants and Xoserve to explain the specific detail behind defects raised supporting market wide impact assessment.
- Communicate to DRG when emergency fixes for high priority D1/D2 defects have been deployed.
- Review D3-D5 defects and on an exception basis make a case to amend the fix priority which may result in revised deployment dates.
- To review agreed PGL defects raised during market trials and new defects to agree prioritisation with a view to supporting controlled and prioritised release management.
- Agree appropriate releases following achievement of PGL code stability milestones which supports solution stability and market operations.
- Review of sustainability of manual workarounds.

Agenda

- Review latest release status, release plan and accept planned fix deployments (data and functional) communicated by Xoserve each week.
- Defect priority review (production defects and accepted PGL defects).
- Manual workarounds review and approvals.
- Agenda items to be included at the discretion of the chair on an ad hoc basis

Chair

- Angus Morgan (PwC)

Attendees

Market participants
- Representatives from all Market Participant organisations.

Xoserve
- Xoserve to confirm
- SMEs as required (Xoserve)

Ofgem
- Nicola Garland (Observer)

Inputs

- IRG output template and emergency release notes.
- Latest Defect List and summary report sent every Wednesday.
- Where applicable, challenges to prioritisation for D3-D5 defects.
- SME attendance from participants intending to discuss any defects.
- Regression testing and fix retest status update.
- Manual workaround templates for approval.
- Latest Xoserve Release Plan.

Outputs

- Summary notes

Escalation

- Change Management Delivery Sub-Committee.

Shipper (Big 6)	Shipper (Challenger)		Shipper (I&C)	iGTs	GTs
Abigail Nduva	Alex Garcia	Kirsty Warner	Alan Leitch	Cher Harris	Andrew Quail
Angela Love	Alison Russell	Marina Almendros	Alan Smale	David Bowles	Craig Armstrong
Carl Knight	Christina Daly	Mark Billsborough	Alison Neild	Jenny Rawlinson	James Marrington
Chris Harden	Daniel Carthew	Mark Oldbury	Alison Salisbury	John Cooper	Matthew Little
Chris Traynor	David Jackson	Mike Gibson	Anita Kvamme	John McLuskey	Richard Pomroy
Glynis Leeson	Dr. Phaedon	Natalie Brundish	Ashley Greenfield	Katy Binch	Robin Howes
Mark Carlin	Endre Merai	Nikki Goulthorp	Ben Trasler	Kevin Coates	Sara Neal
Michael Houston	Graham Godsell	Omar Rondelli	Biju Varkey	Martin Peters	Steve Simmons
Mike Bagnall	Huw Comerford	Patricia Parker	Alison Langford	Paul Leighton	Steven Edwards
Paul Carman	Ian Roden	Paul Warnaby	Colin Hollins	Stuart Crossey	
Paul Hamilton	James Evans	Pierluigi Frison	Debbie Mulinganie	Vicki Spiers	
Stephen Scott	Jenny Barlow	Pradeep Chaubey	James Kleiner-Mann		
Trond Roten	Jodie Humphries	Richard Gow	Jane Woart		
Pierre Anson-Tsang	Joshua Phelps	Rob Hill	Joel Chapman		
	Julia Byford-Smith	Robert Cameron-Higgs	Jonathan Matthews		
	Julie King	Sam Lattimer	Rebecca Greer		
	Juveria Azeem	Simon Bevis	Richard Nickels		
	Keith Donnelly	Stephen Inkpen	Steve Williams		
	Kevin Dunne	Wayne Foy	Tim Davis		
	Kirsty Lowe				

Shipper (Big 6) (Any 2 of the following)	Shipper (Challenger) (Any 2 of the following)	Shipper (I&C)	iGTs (Any 1 of the following)	GTs
Alex Travell	Jeremy Guard	Lorna Lewin	Mike Harding	Steve Simmons
Chris Harden	Robert Cameron-Higgs	Gareth Evans	Vicki Spiers	
Angela Love	Alison Russell			
	Simon Bevis			

Note: Substitutes permitted for holiday cover/ availability.

Acronyms

DMG - Data Management Group

DRG - Defect and Release Group

DSC - Data Services Contract

IRG - Issue Resolution Group

JO - Joint Office

PGL - Post Go Live

PNDG - Project Nexus Delivery Group

PNSF - Project Nexus Sponsors Forum

PNSG - Project Nexus Steering Group

RIAG - Risk and Issues Advisory Group

SME - Subject Matter Experts

TPG - Transition Progress Group