Paper-Based Rehearsal 2 Write-Up

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Paper-based Rehearsal conducted on 20-June-24 with Lloyd's operational resilience contribution and PwC QAA observation

What it involved

- Gathered all key workstream leads for a second full-day paper-based rehearsal
- Discussed latest status of all 74[1] actions which emerged from paper-based rehearsal 14-May-24: 51 (69%) actions have been closed and 23 (31%) actions remain in progress, with 22 on track for timely completion[2]
- Discussed with Lloyd's operational resilience team the Velonetic and Lloyd's approaches to contingency planning
- Walked through activities, step-by-step for rollback and fix forward contingency plans using the same questioning approach as during rehearsal 1 – *see appendix*
- Identified and prioritised 49 new actions, incl. scheduling further workshops and enhancing detailed plans

Benefits

- Rehearsal observed by PwC as QAA partner and attended by Lloyd's operational resilience team members
- All actions are logged in full detail and are tracked and managed by the programme team until completion
- Enabled full review of progress since rehearsal 1 and provided visibility of latest status across workstreams
- Prompted steps to enhance coordination between Lloyds and Velonetic on contingency planning
- Identified plans which are close to completion e.g., rollback during technical cutover, and those which require further detail e.g., rollback during controlled launch

Takeaways

- 72 actions now outstanding following completion of 69% of rehearsal 1 actions and additional 49 rehearsal 2 actions
- Further alignment between Lloyd's and Velonetic will be beneficial to ensure the most effective contingency plans
- High confidence in postponement and rollback during technical cutover plans, Velonetic will continue to work on completing detailed plans for rollback during controlled launch and fix forward

1. Rehearsal 1 duplicate actions have been removed, 83 cited in previous write up; 2. Settlements workshop has been delayed from 01-July-24 to 15-July-24

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All key entry & exit criteria were met in accordance with assurance framework

Entry Criteria

1. Evidenced workstream cutover plans ✓

2. All cutover workstream leads in attendance ✓

3. Third-party Quality Assurance (PwC) present to observe ✓

4. Lloyd's operational resilience team members in attendance ✓

Exit Criteria

1. Each activity in the rehearsal list walked through & validated ✓

2. Key dependencies across workstreams identified ✓

3. Detailed precise time estimates of activities during the cutover period ✓

4. Discussed Lloyd's operational resilience team high level plans and aligned with Velonetic plan ✓

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Immediate priorities are to enrich existing contingency plans with further detail and ensure alignment on Lloyd's/Velonetic approach

Non-exhaustive

Overall
- Work to resolve the 72 actions which are outstanding following rehearsal 2
- Seek further alignment with Lloyd's operational readiness in contingency trigger planning and mitigation
- Continue to work on details of rollback during controlled launch and fix forward plans

Rehearsal 1 follow ups
- Work to resolve the 23 actions from rehearsal 1 which remain outstanding, 22/23 are on track for completion by target date[1]
- Finalise controlled launch participant criteria and test scenarios i.e. complexity of messaging
- Complete the deep dive into contingency planning should settlements fail after technical cutover

Lloyd's Operational Resilience
- Additional workshops to be organised during July and August to ensure coordination between Velonetic and Lloyd's in contingency planning, and to assign clear ownership of actions between the two organisations

Postponement
- Complete the work on the low-level detailed postponement plan, focussing on crisis communication to the market and how to determine postponed DPS go-live date

Rollback
- Conclude final details of rollback during controlled launch and fix forward plans
- Complete work identifying complex message types which can be tested during controlled launch while retaining rollback option
- Agree latest time where rollback is feasible during controlled launch for message types tested

Fix forward
- Plan adjustments to current issue management systems as part of fix forward plan. System must be able to triage unknown or complex issues which may arise during cutover and be able to handle a high volume of requests

1. Settlements workshop delayed from 01-July-24 to 15-July-24

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Key actions for teams include working on details of rollback and fix forward plans in addition to closing out actions from rehearsal 1

Non-exhaustive

Programme
- Finalise controlled launch selection criteria and rules of engagement, incl. report generation throughout
- Schedule workshops to discuss priority topics e.g., latest feasible time for rollback during controlled launch
- Host workshop to continue work on impact of rollback on settlements and finalise detailed plan

Tech
- Conclude plan to prevent non-approved controlled launch participants accessing platform
- Determine plan for persistent and non-persistent apps in the case of a rollback
- Complete plan to build early life support (ELS) team and define team processes for identifying, resolving and delegating issues. Processes should be defined by category of issue which could arise

Operations
- Complete forecast of expected work in progress of the system at time of technical cutover
- Refine existing Velonetic issue management process to meet the needs of fix forward e.g., higher volume of issues
- Develop plan for co-location in the event of a rollback and plan to engage additional support if required

Testing
- Complete non-functional assurance and non-functional testing cutover plans
- Support the work to finalise which scenarios will be tested during controlled launch; this must include testing of complex message types as well as testing integration of apps and systems in DPS

Communications
- Finalise detailed comms plan for postponement, rollback and fix forward contingency plans
- Draft key templates for postponement, rollback and fix forward incl. decision points and platform outages

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Next rehearsal will be a full dress rehearsal, scheduled to take place over August bank holiday to minimize disruption

	Paper-based Rehearsal 1 (Completed)	Paper-based Rehearsal 2	Dress Rehearsal 1	Dress Rehearsal 2
Date	14-May	20-June	24 to 26-Aug (UK Bank holiday)	TBA Rescheduled from 25-May
Activity Description	Teams talked through daily and hourly activities to be done by their teams in cutover period	Validation of amended plan. Focus on Rollback & Fix-Forward, incorporating Lloyd's Operational Resilience plans	Dress rehearsal to simulate the cutover period	Dress rehearsal to simulate the cutover period
Customer impact	Full access – no effect on customers	Full access – no effect on customers	No systems available for the duration of the dress rehearsal – no impact on customers due to bank holiday	No systems available for the duration of the dress rehearsal – impact on customers to be kept minimal
Status	Completed	Completed	Next planned rehearsal	Date TBC

Observed by PwC as QAA partner

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Appendix

Paper-based Rehearsal conducted on 14-May-24 with PwC QAA observation

What it involved

- Gathered all key workstream leads for full-day paper-based rehearsal
- Walked through step-by-step, hour-by-hour, the 130 activities each team needs to do during cutover
- Identification and prioritisation of immediate actions to be taken, including further workshops and detailed plans, by the next rehearsal

How we conducted it

For each step, we asked:
- Are there any steps missing before (this step)?
- Are there any steps missing directly after?
- What do you/your team need to do to execute the step?
- If not yourself, does the person(s) responsible for the step know it's their accountability?
- What dependencies/collateral/previous actions need to have happened for you to complete the step?
- What risks are there to this step?

Benefits

- Rehearsal observed by PwC as QAA partner
- Provided visibility to each team of points of synchronisation, alignment, & dependencies
- Gathered more precise time estimates for each step and adjustment of schedules as needed
- Identified priority questions to be resolved

Takeaways

- Full details of actions, gaps, and risks captured and incorporated in cutover run-book
- Steps for each cutover stage validated
- Timings for each stage to be further refined

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