

Cutover

Areas of the plan that will be further defined

- 1 This deck encompasses the technical and project elements of the cutover plan, we will detail customer user scenarios and journeys for carriers and brokers in June
- 2 The scope of the Controlled Launch period and its participants, including the final success criteria and range of scenarios tested
- 3 The Communications Plan, defining what information will be shared with the market before and during the cutover window
- 4 In-flight and Work-In-Progress transactions: what type of claims and premiums that will be migrated, what will not, and whether market participants need to resubmit after cutover

These items will be further defined by the end of June

Context

Post sign-off of Gates 1, 2, and 3 (technical, organisational, and Lloyd's/market readiness) and governance, Velonetic will cutover from heritage systems to the new Digital Processing Services (DPS).

The cutover is a one-off market wide event for all market participants.

Preparation for cutover is well underway, with multiple workstreams planning the process through a series of milestones.

The cutover process will require both Velonetic and the market to go through a series of activities (stages) and decision points, including short periods where there is limited/no access to heritage systems or DPS.

In the unlikely event a critical failure happens during cutover, we have also prepared robust contingency plans to minimise disruption to the market.

Objectives

To summarise the current status of cutover preparation, including the overview, planning & key milestones and communications & messaging.

To break-down the cutover process and plan, including articulating stages, decision points and activities needed during the cutover window.

To detail contingency triggers that are employed in cases of critical issues during cutover. Each trigger has planned mitigations and actions, resulting in three phases to the contingency plans for contingency scenarios and thresholds of when to implement them.

Note:

This document represents the final draft of our cutover plan as of 31 May 2024. Please note the following slides are not exhaustive and we will continue to refine and iterate the plan up until cutover.

What is cutover?

Cutover is the transition process from heritage to DPS systems, starting with a submissions block and culminating in return to full processing in the DPS environment.



The cutover process is comprised of 4 stages, with varying amounts of customer access through each stage.











Before the start of the cutover process, there is a preparatory period that includes multiple workstreams ensuring readiness for all stakeholders.






The process will be owned by Velonetic and DXC, with customers expected to prepare and be ready for the cutover period.

What has changed since our last update

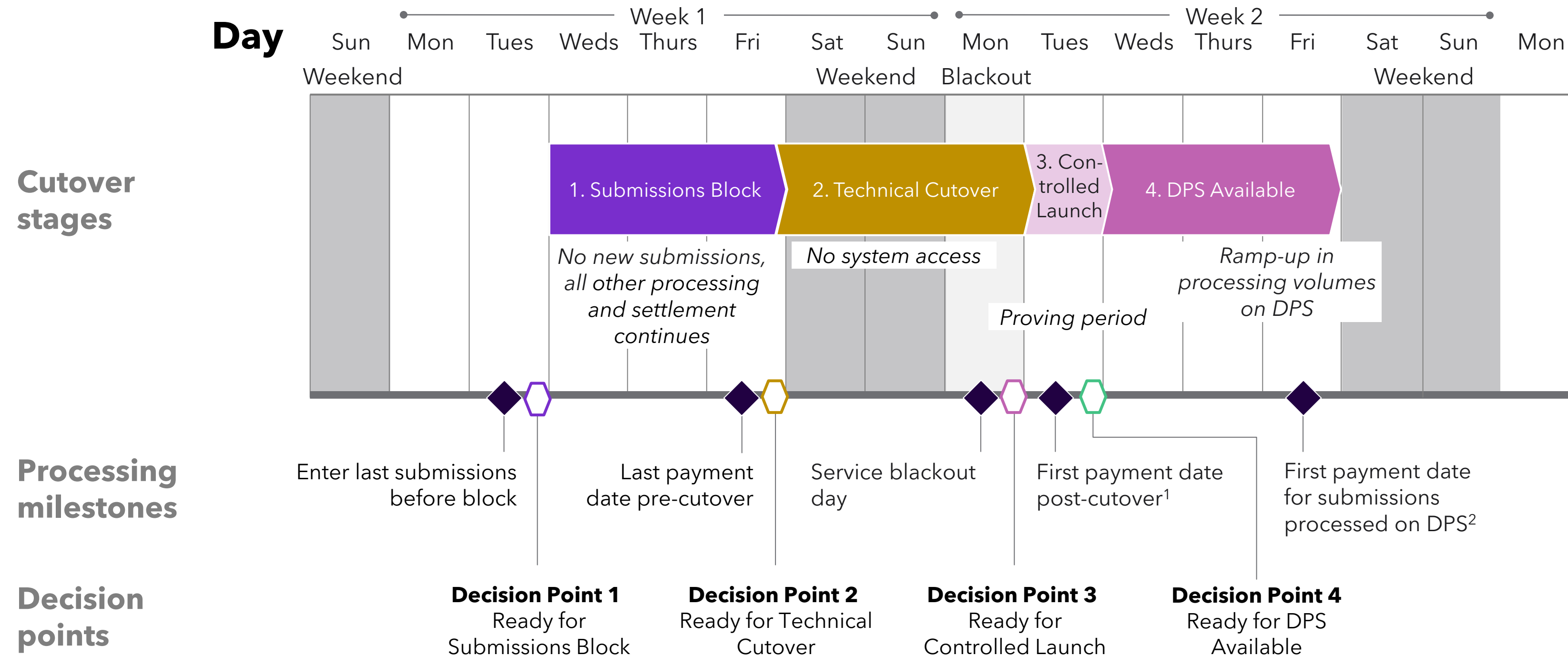
 Area of change	 What has changed	 What it means for the market
 Controlled Launch	<p>New stage of cutover, 'Controlled Launch', introduced before DPS available to allow select group of customers and transaction types to prove new system.</p>	<p>Further de-risks technical cutover while minimising delays in settlements and processing; enables option to rollback until during Controlled Launch period.</p>
 Rehearsals	<p>We have moved the May dress rehearsal to enable more comprehensive testing and realistic simulations of the cutover period.</p>	<p>Further mitigates risks associated with cutover by providing an additional opportunity to fully simulate the cutover period.</p>
 Settlement dates	<p>We've reduced the number of non-settlement days due to market feedback and deep dive analysis.</p>	<p>Reduces the settlement blackout time-period to 1 working day.</p>
 Decision Point 4	<p>Decision Point 4 has been moved from during DPS Available to the end of Controlled Launch day.</p>	<p>Allows for a quicker move to the new 'Business As Usual'. This removes the complexity of a roll-back scenario after high volumes of processing have gone through the DPS.</p>
 Contingency plans	<p>There are now three phases to the contingency plans which run parallel to the cutover stages. Rollback will only be an option during the 'Technical Cutover' and 'Controlled Launch' stages.</p>	<p>After 'Controlled Launch', a fix forward approach will be used for any critical issues encountered.</p>

Velonetic have answered numerous questions from the market

 Area	 What we've answered	 What we're working on
Rollback and Controlled Launch	<ul style="list-style-type: none"> Rollback viability per cutover stage Preferred option and how it will work Low level detail of rollback plan 	<ul style="list-style-type: none"> Potential customers to partner with in Controlled Launch Engage with Customers/Vendors
Claims	<ul style="list-style-type: none"> At cutover what happens to most claims (including fully agreed, partially agreed, and queried claims) Specific claims to be migrated and those to require resubmitting detailed in later slides 	<ul style="list-style-type: none"> Confirm migration solution and any relevant guidance for claims still being reviewed (e.g. static, Treaty, and LORS)
Premiums	<ul style="list-style-type: none"> At cutover what happens to most premium types Specific premiums to be migrated and those to require resubmitting detailed in later slides 	<ul style="list-style-type: none"> Confirm migration solution and any relevant guidance for premiums still being reviewed (e.g. Party changes, enquire requests, bank account changes, LORS)
Settlement	<ul style="list-style-type: none"> Settlement and Signing dates over the cutover period Reducing number of non-settlement days When Settlement files will be produced over the cutover period Lloyd's STFO engagement started 	<ul style="list-style-type: none"> How settlement will work in a rollback scenario
Rehearsals	<ul style="list-style-type: none"> Rehearsal dates What will each rehearsal achieve Hold May rehearsal and publish outcome 	<ul style="list-style-type: none"> Step by step view of each rehearsal
Data migration	<ul style="list-style-type: none"> Different areas of migration How migration will work per area When migration will happen 	<ul style="list-style-type: none"> Data assurance framework Data mega pack
Contingency triggers	<ul style="list-style-type: none"> The most likely contingency triggers Mitigating plan for contingency triggers Decision Point process for contingency triggers 	<ul style="list-style-type: none"> Validate the phase plans

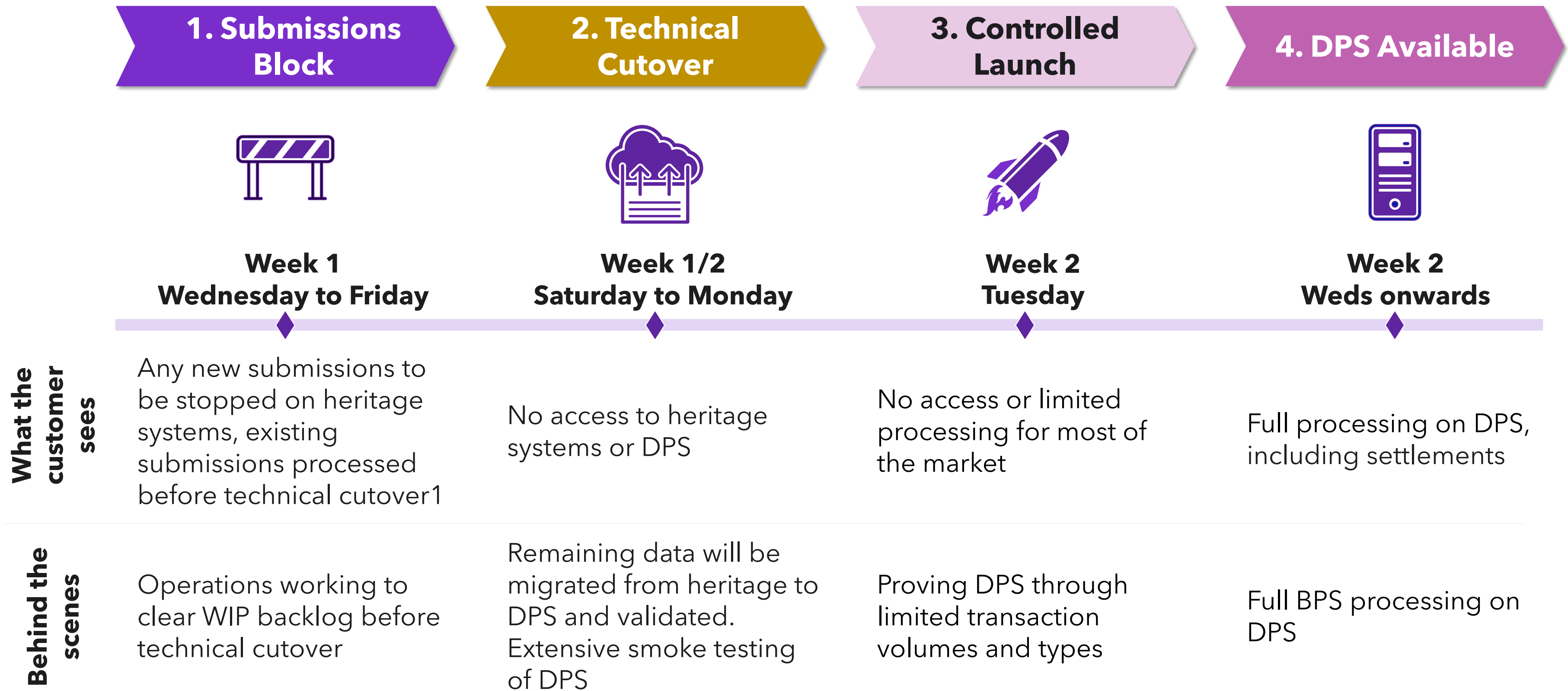
Cutover Plan

Cutover will happen across 4 stages...



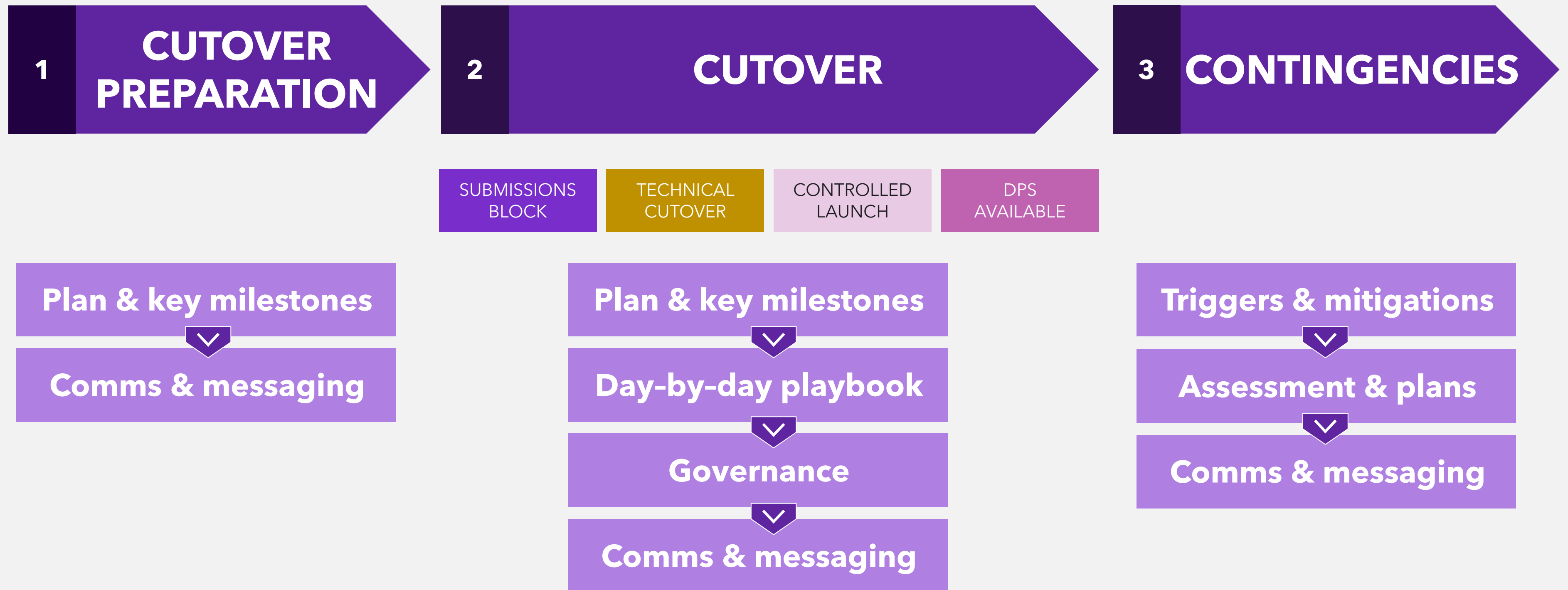
1. Refers to submissions processed on heritage systems 2. Refers to submissions processed by the Controlled Launch group
 Note: Day X refers to the first day of DPS available

... with customers able to do different things in each stage



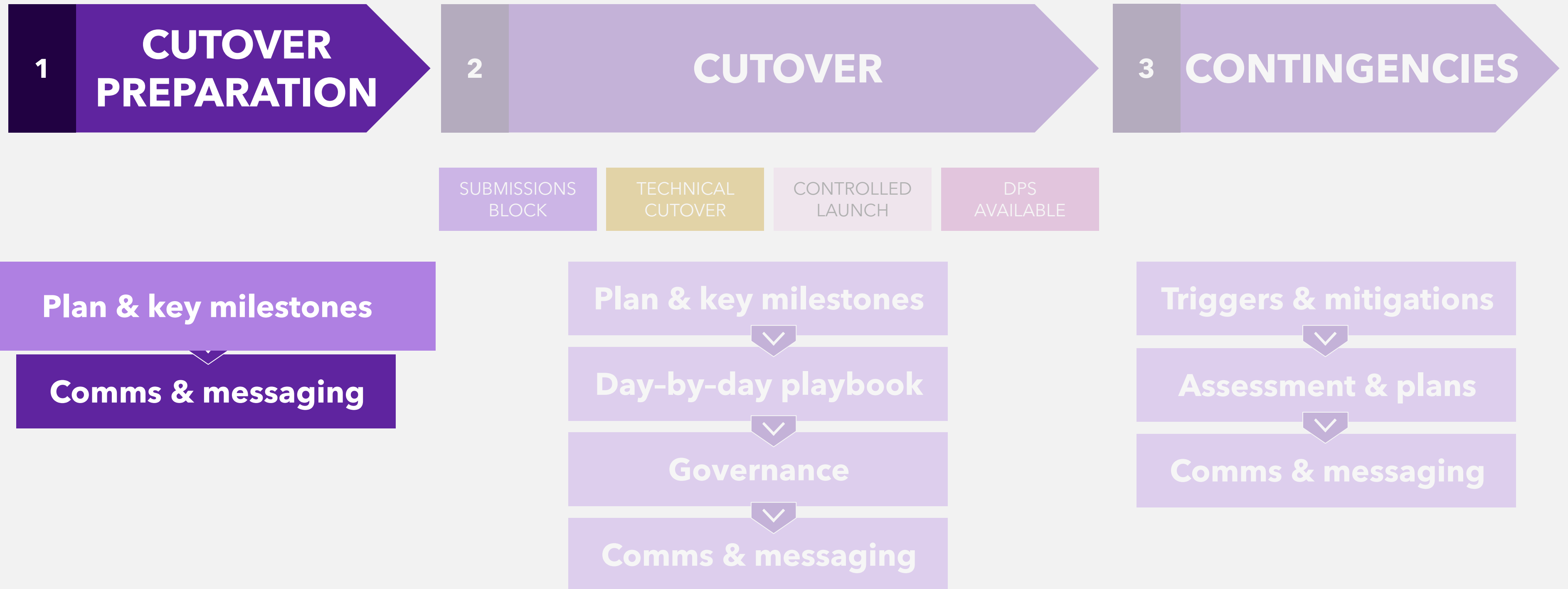
1. There are some exception to this, for example, LIRMA claims

Cutover planning covers three distinct areas



A glossary of terms is also included in the appendix

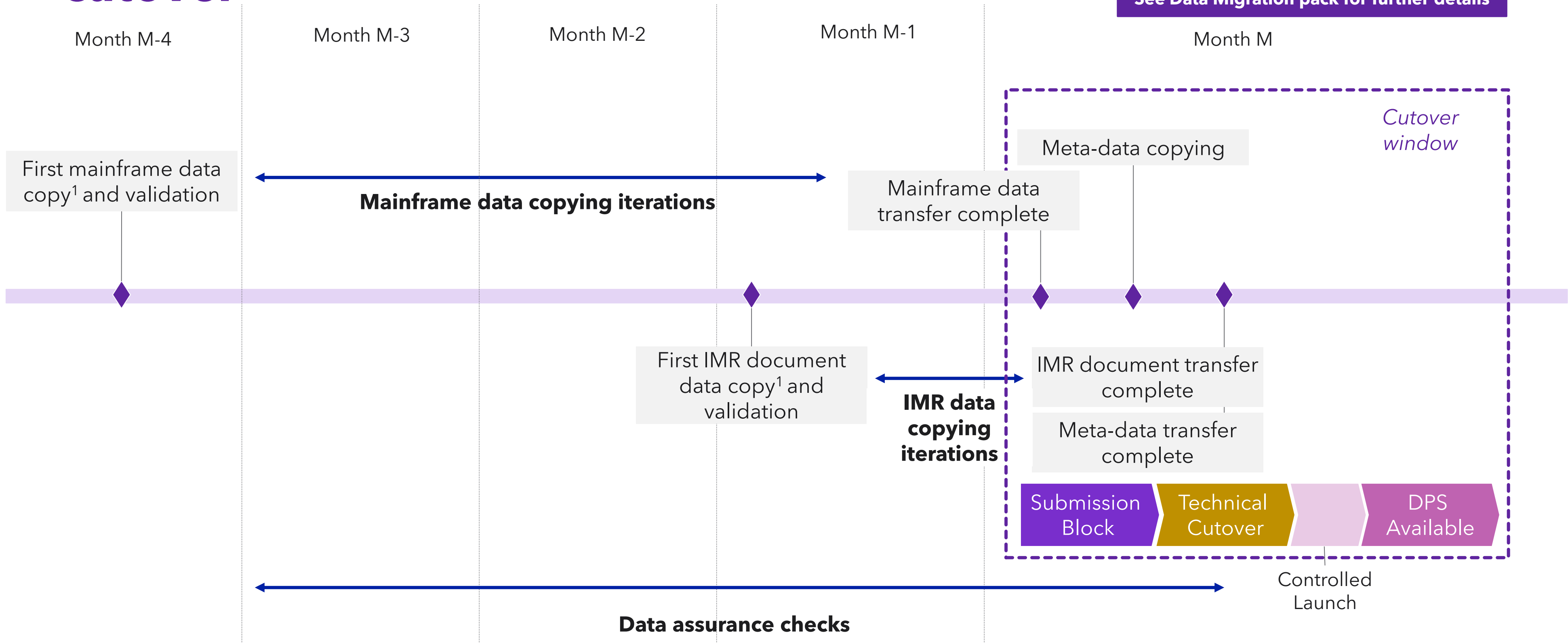
Cutover planning covers three distinct areas



A glossary of terms is also included in the appendix








Data Migration | Data copying begins in advance of cutover; data assurance and testing to happen in parallel before cutover

See Data Migration pack for further details



1. Exact dates of mainframe and IMR data copying to be confirmed

Data Migration | What premiums and claims will be migrated

Claims		Premiums (including corrections)			
<ul style="list-style-type: none"> Standard TP (including Aviation, FNOL, etc.) Parallel UCRs without agreement LIRMA claims without agreement or partially agreed ILU or Lloyd's claims without agreement or partially agreed Xpress bordereau Fees SIMRIPS Large Losses 		Migrated from heritage to DPS in its current state	<ul style="list-style-type: none"> Company Reinstatement Premiums (SIMRIP) Deferred and Delinks awaiting releasing (Market or Velonetic driven) 		Migrated from heritage to DPS in its current state
<ul style="list-style-type: none"> Corrections (received via email) 		Can be submitted during cutover period but will not be actioned until day of Controlled Launch	<ul style="list-style-type: none"> Corrections (received via email) Deferred and delink amendments (received via email) Underwriter reference amendments (received via email) 		Can be submitted during cutover period but will not be actioned until
<ul style="list-style-type: none"> Static claims Treaty LORS 		To be confirmed	<ul style="list-style-type: none"> Standard premiums and corrections work packages Policy processing Queries 		All transactions remaining in the system by end of Submissions Block will be rejected and need resubmitting after technical cutover is complete
			<ul style="list-style-type: none"> Party changes (Mid Term Broker Changes where Broker number and UMR stays and New Customers) Enquire requests (Service Desk) Bank account changes LORS 		To be confirmed

Key/Legend



Migrated



No further action on it until day of Controlled Launch





Rejected and need resubmitting from day of Controlled Launch





To be confirmed

We have already conducted one rehearsal, and intend to do more ahead of cutover

	 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)	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

 Observed by PwC as QAA partner

Each rehearsal has a set of exit and entry criteria

	 Paper-based Rehearsal 1 (Completed)	 Paper-based Rehearsal 2	Dress Rehearsal 1	Dress Rehearsal 2
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Activity Description	Teams to talk 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 Resiliency plans	Dress rehearsal to simulate the cutover period	Dress rehearsal to simulate the cutover period
Entry criteria	<ul style="list-style-type: none"> Evidenced workstream cutover plans All cutover workstream teams represented Third-party Quality Assurance (PWC) present 	<ul style="list-style-type: none"> Main cutover plan socialized All cutover teams can attend and present L3 plan Lloyd's Operational Resilience plans & team Third-party Quality Assurance (PWC) present 	<ul style="list-style-type: none"> All processes ready All documentation ready Operations Scenario E2E Testing Capabilities defined Approvals and notifications given Market participation clear Data Assurance Programme defined 	<ul style="list-style-type: none"> All processes ready All documentation ready Operations Scenario E2E Testing Capabilities defined Approvals and notifications given Market participation clear Data Assurance Programme defined
Exit criteria	<ul style="list-style-type: none"> Each activity in the rehearsal list walked through & validated Key dependencies across workstreams identified Detailed precise time estimates of activities during the cutover period 	<ul style="list-style-type: none"> Walked through, validated each activity in rehearsal list Better visibility across teams and precision of time estimates 	<ul style="list-style-type: none"> Confirm systems and services operating smoothly Relevant assurance checkpoints met Data Assurance Process Tested Assess DPS performance functionality and any participants' feedback 	<ul style="list-style-type: none"> Confirm systems and services operating smoothly Relevant assurance checkpoints met Data Assurance Process Tested Assess DPS performance functionality and any participants' feedback

 Observed by PwC as QAA partner

Paper-based rehearsal 1 conducted on 14 May 2024 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

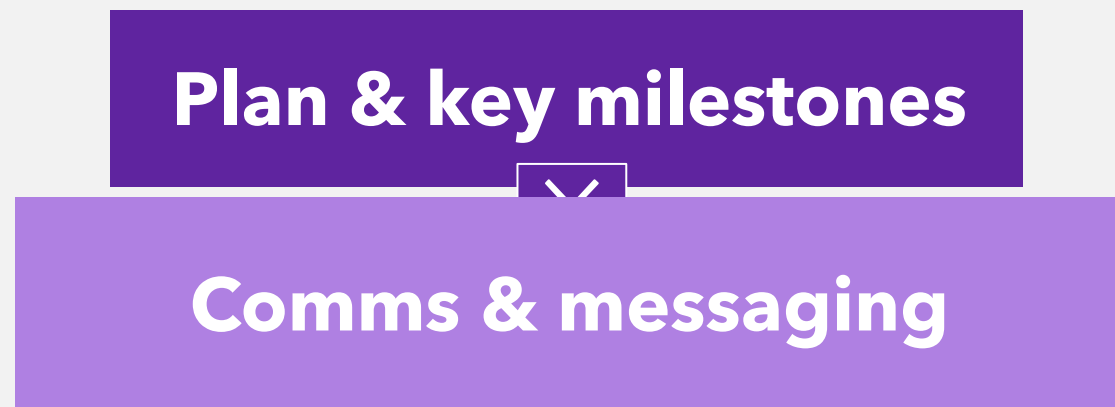
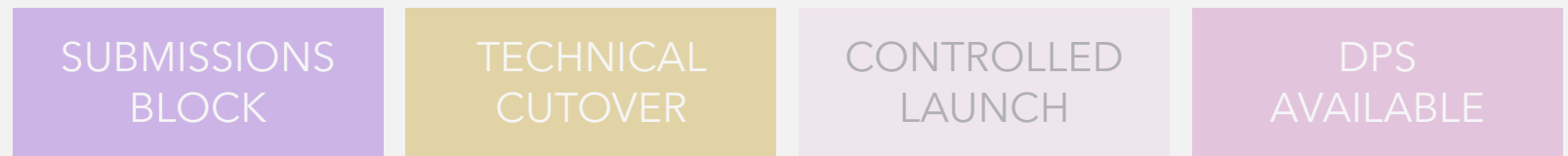
- Rehearsal observed by PwC as QAA partner
- Provided visibility to each team of points of synchronisation, alignment, and dependencies
- Gathered more precise time estimates for each step and adjustment of schedules as needed
- Identified priority questions to be resolved



Takeaways

- Steps for each cutover stage validated
- Timings for each stage to be further refined
- Initial feedback from PwC was positive - formal review to follow

Cutover planning covers three distinct areas



A glossary of terms is also included in the appendix

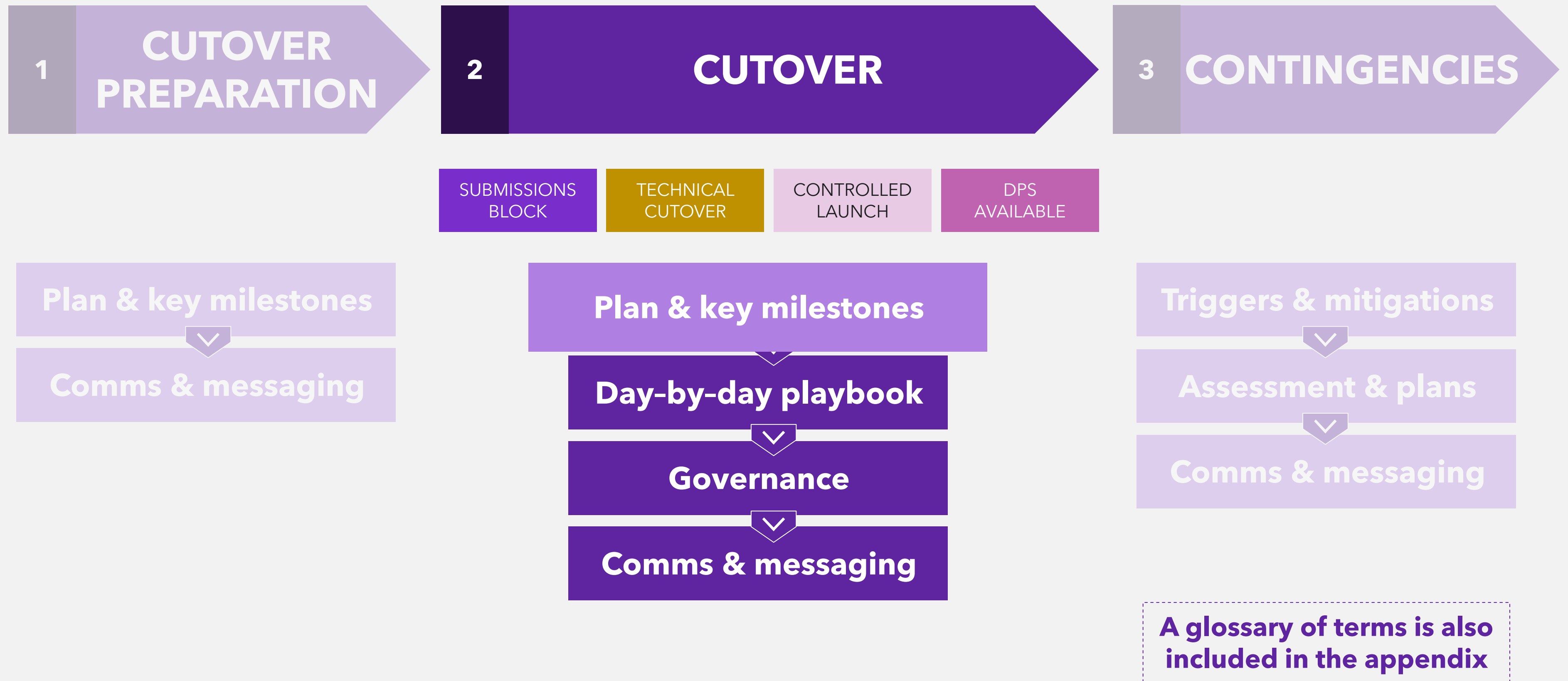
Comms | Comprehensive communication strategy crafted to guarantee all customers are adequately informed

Communication plans up until cutover is designed to provide right level of information including 'go / no-go' decisions

	Pre-cutover	Activity type	Activity description	Target audience	Channel
4-5 months before Cutover		Cutover plan and milestone map	Published once	All market participants	Website, fortnightly email, social media
<p>Results and learnings from the rehearsals (published once)</p> <p>A full communications plan will be released soon, defining what information will be shared with the market before and during the cutover window</p>					
2-4 months before Cutover		Cutover plan walkthroughs	<ul style="list-style-type: none"> Monthly registration reminders Weekly/fortnightly walkthrough sessions¹ Walkthrough video published once 	Primarily for C-suite, programme team and implementers	<ul style="list-style-type: none"> Email, website Model office, Teams Website
0-2 months before Cutover		Cutover workshops	<ul style="list-style-type: none"> Monthly registration reminders Fortnightly topic-specific workshops² Monthly lessons learnt from workshops 	All market participants, but primarily for programme team/implementers/users	<ul style="list-style-type: none"> Email, website Model office, Teams Website
		Cutover Q&A surgeries	<ul style="list-style-type: none"> Monthly registration reminders Monthly Q&A surgeries Biweekly Q&A output published 	All market participants	<ul style="list-style-type: none"> Email, website Model office, Teams Website

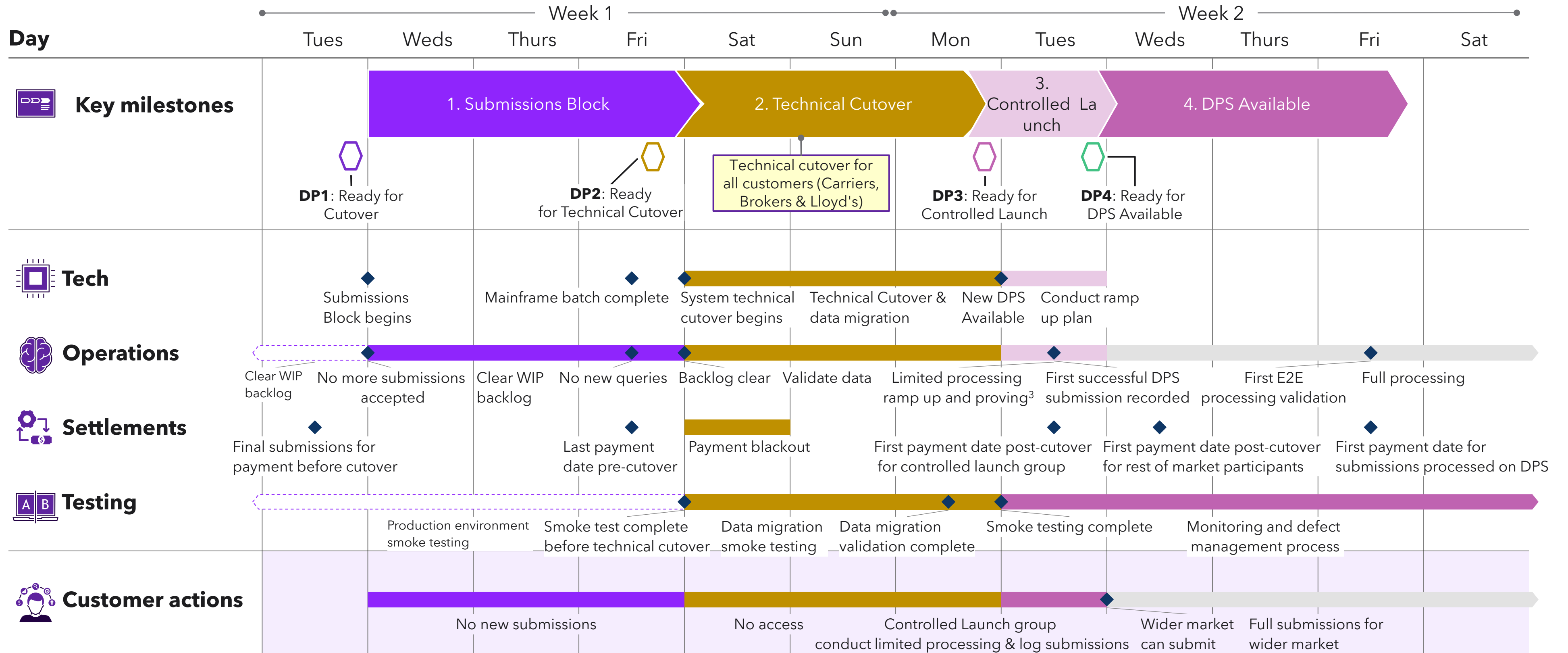
1. Exact frequency is demand dependent. 2. Topics are: premiums, claims, settlement, rollback.

Cutover planning covers three distinct areas



Summary Plan | Each stage of cutover relies on input from the workstreams and a decision point to move to the next stage

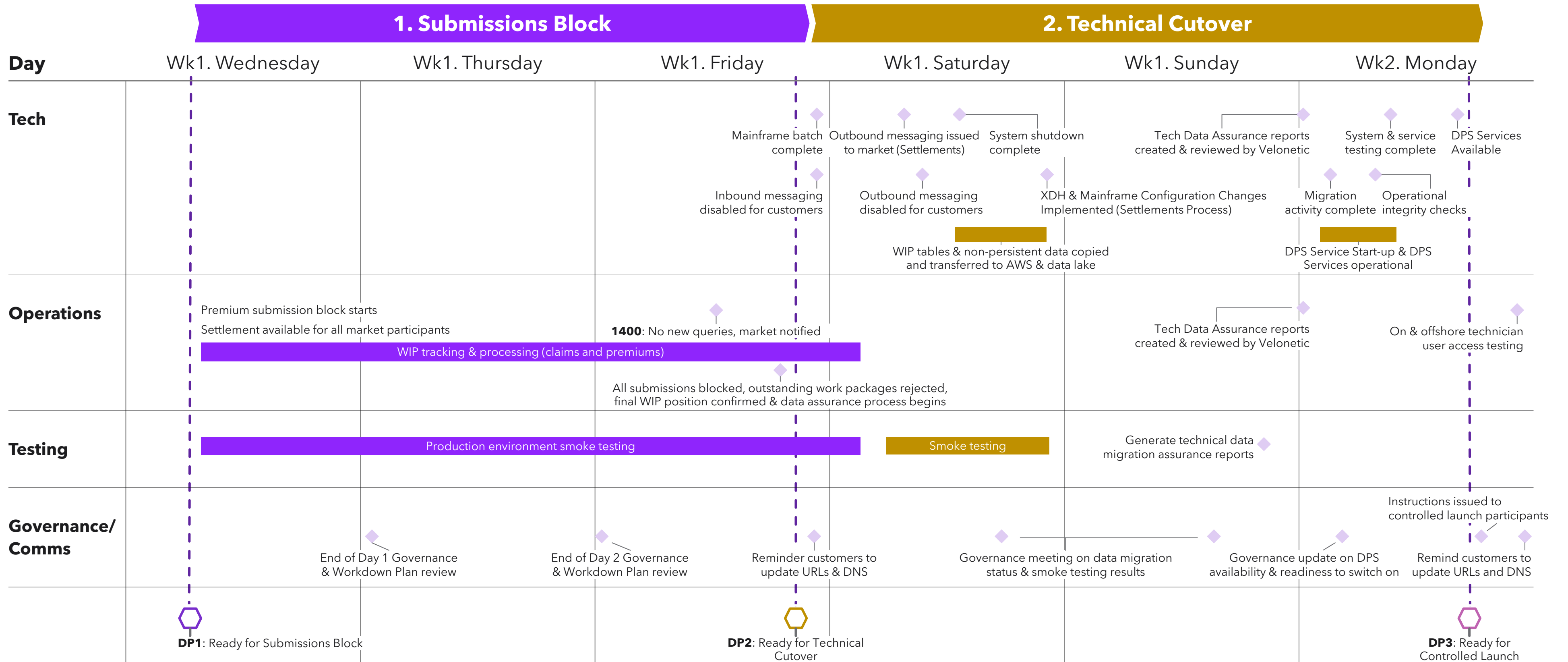
⬡ = Decision Point



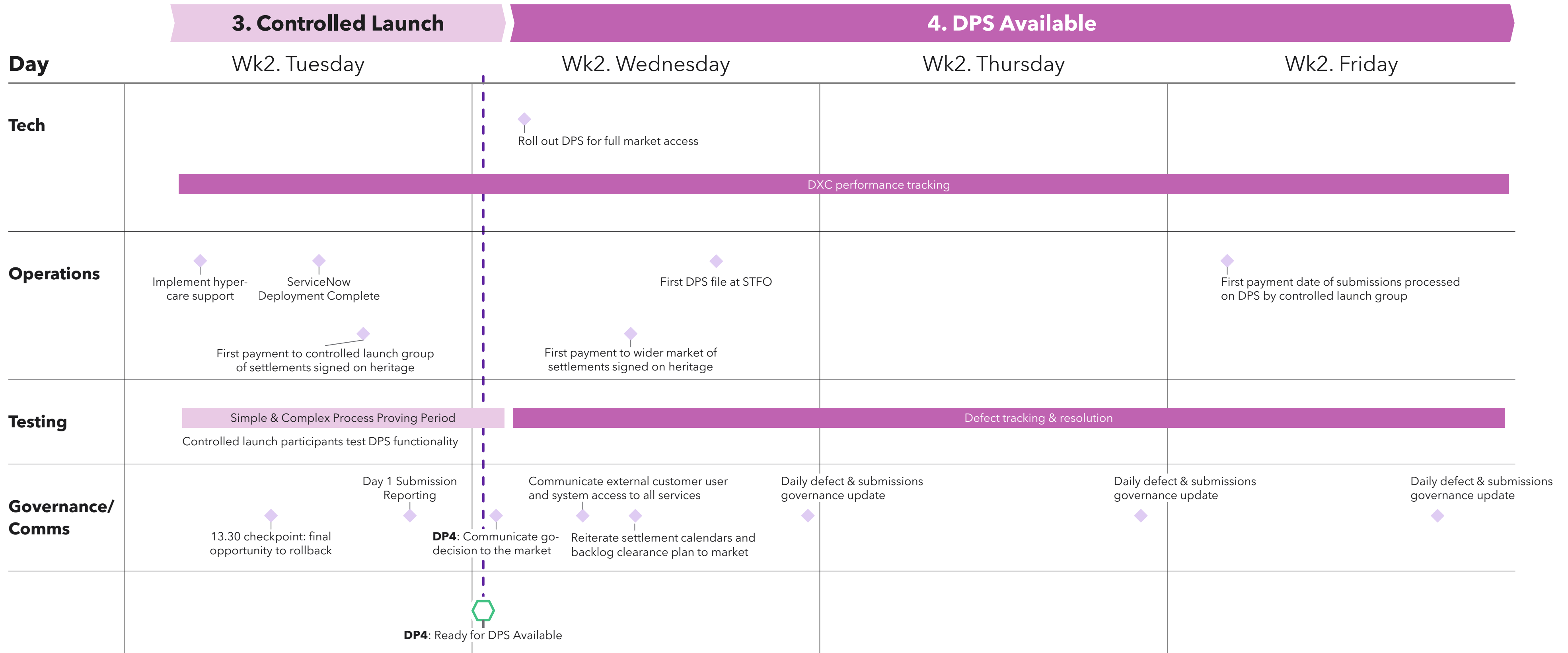
Cutover planning covers three distinct areas



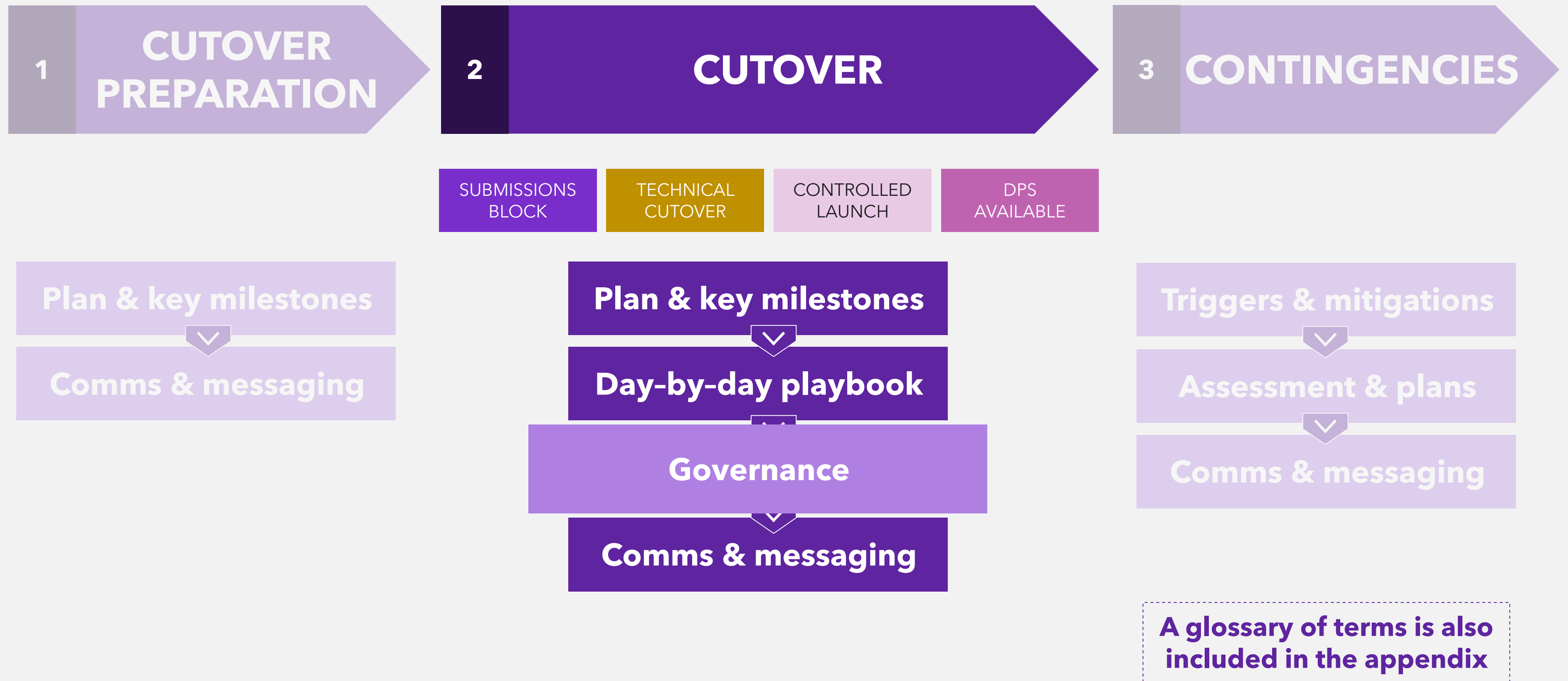
Detailed Plan (1/2) | Each stage of cutover relies on input from workstreams and a decision point to move to the next stage



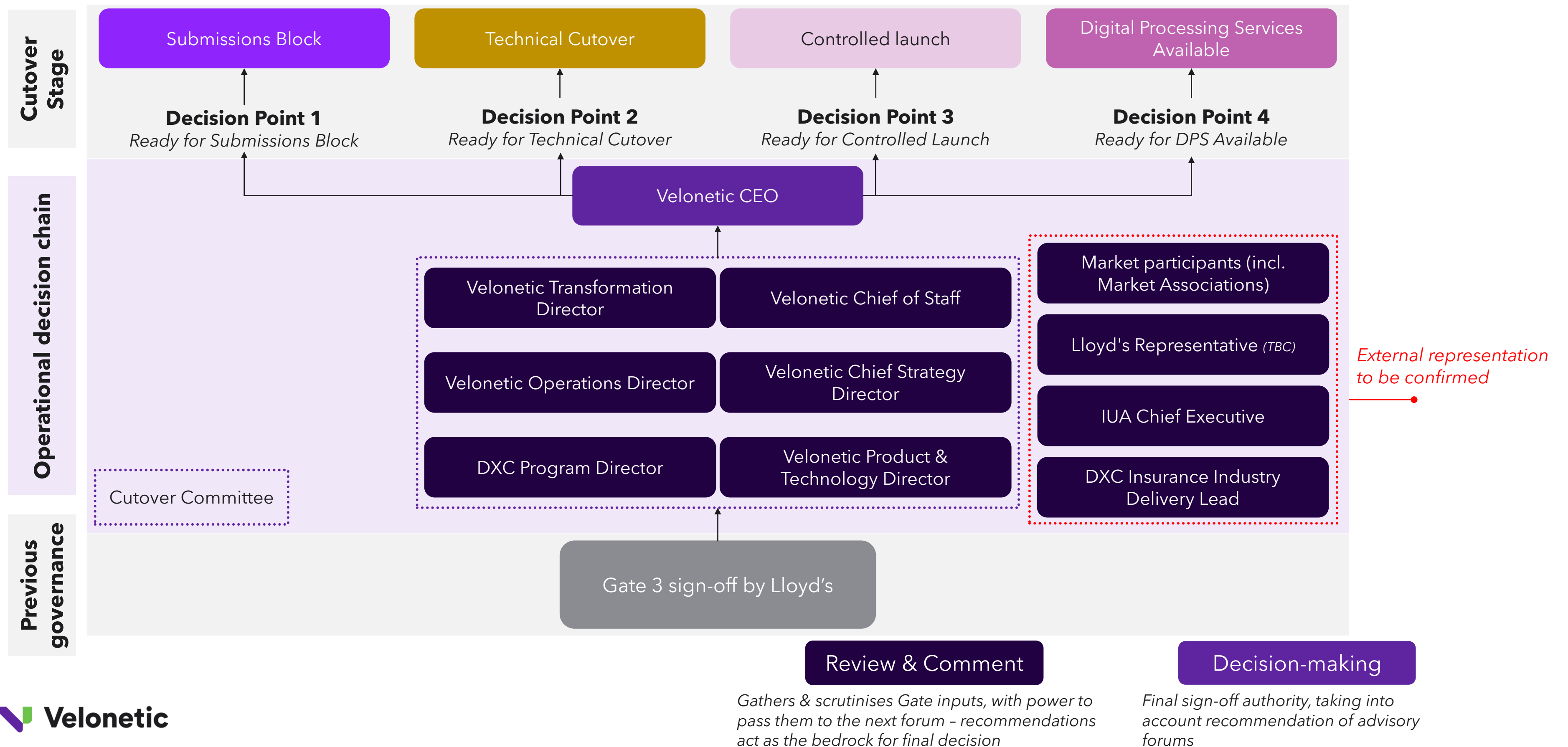
Detailed Plan (2/2) | Each stage of cutover relies on input from workstreams and a decision point to move to the next stage



Cutover planning covers 3 distinct areas



Governance | Decision points signed-off by Velonetic on recommendation of multiple stakeholders



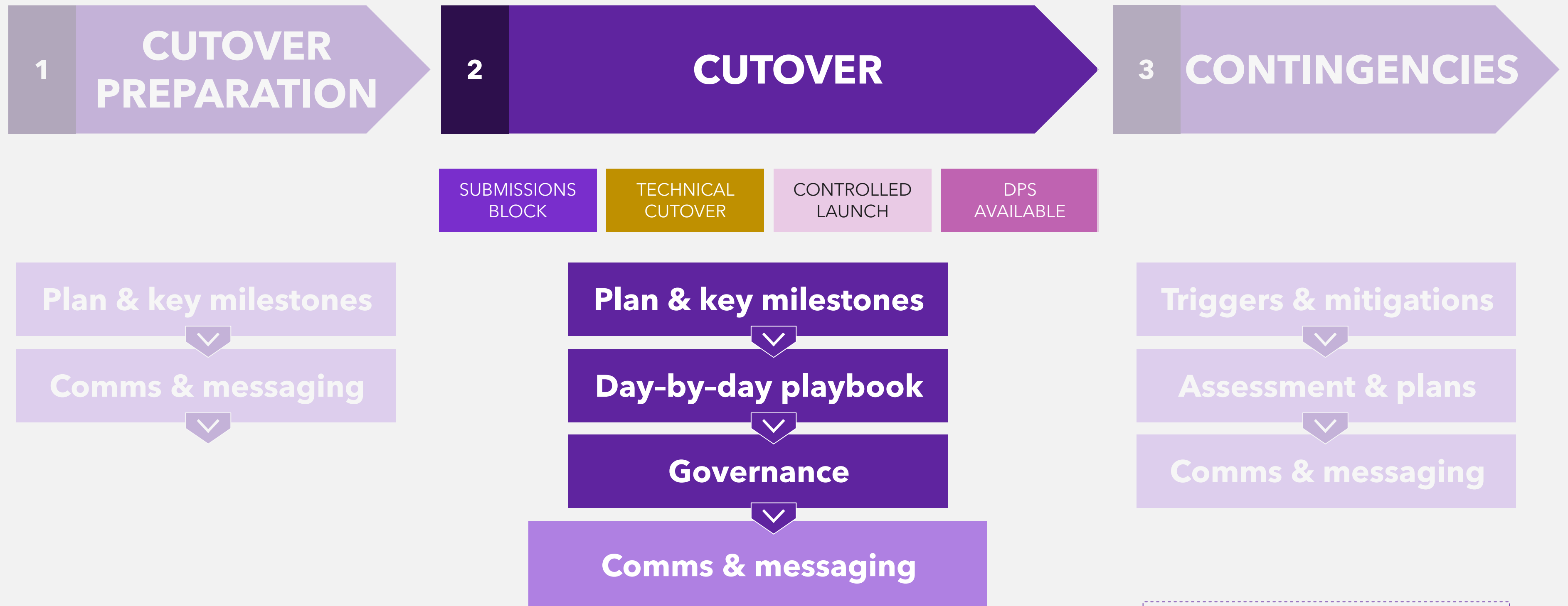
Governance | Exit criteria/DP checklist

Objective	Meeting Time	Exit criteria
Decision Point 1: Ready for Submissions Block Confirmation of cutover readiness	Cutover week 1 Tuesday 18.00	<ul style="list-style-type: none"> • Cutover readiness re-checked and confirmed • Final go-live decision made • Target WIP levels inside Heritage SLAs • Attestation on ability to clear WIP made
Decision Point 2: Ready for Technical Cutover WIP cleared to target level	Cutover week 1 Friday 19.00	<ul style="list-style-type: none"> • WIP target met • P1 / P2 defects resolved • DPS system ready to switch on • AWS Gateway operational and ready to receive Heritage data
Decision Point 3: Ready for Controlled Launch Data Migration verification	Cutover week 2 Monday 21.00	<ul style="list-style-type: none"> • Data migration targets met • P1 / P2 defects resolved • DPS switched on and ready for first submissions
Decision Point 4: Ready for DPS Available Ready to proceed to BPS full processing	Cutover week 2 Tuesday 19.00	<ul style="list-style-type: none"> • DPS submissions target met • Transaction processing target met • DPS settlement target met • Completion of Controlled Launch testing scenarios • Rollback to Heritage systems not required • Full market access to all systems in place

Daily working meetings supporting cutover period






Cutover Period				
	1. Submissions Block	2. Technical Cutover	3. Controlled Launch	4. DPS Available
RED Team Meetings	<p>Daily Stand Up at 09.00 (additional 13.00 update during Controlled Launch)</p> <p>Attendees: Velonetic CEO, Chief of Staff, Transformation Director, Operations Director, Chief Strategy Director, Product & Tech Director, Head of Technical Testing, DXC Program Director, DXC Account Delivery Lead, DXC Insurance Industry Delivery Lead, DXC Cutover Program Manager</p>			
DP Meetings	Wk 1, Tuesday 18.00	Wk 1, Friday 19.00	Wk 2, Monday 21.00	Wk 2, Tuesday 19.00
Exit Criteria	<ul style="list-style-type: none"> Gate 3 assurance complete Cutover readiness re-checked and confirmed Final go-live decision made Target WIP levels signed-off Attestation on ability to clear WIP made 	<ul style="list-style-type: none"> WIP target met P1 / P2 defects resolved DPS system ready to switch on 	<ul style="list-style-type: none"> Data migration targets met P1 / P2 defects resolved DPS switched on and ready for first submissions 	<ul style="list-style-type: none"> DPS submissions target met Transaction processing target met DPS settlement target met
Working Team Meetings	<ul style="list-style-type: none"> WIP status reporting Premium submission block Confirm robotic services complete 	<ul style="list-style-type: none"> CDC post-migration checks Smoke testing DPS availability Open up access for controlled launch group 	<ul style="list-style-type: none"> Data migration validation Controlled launch group submissions status Confirm readiness to proceed to full processing Defect resolution status 	<ul style="list-style-type: none"> BAU meetings to ensure successful processing Defect resolution management tracked Track payments for DPS-processed submissions

Cutover planning covers three distinct areas



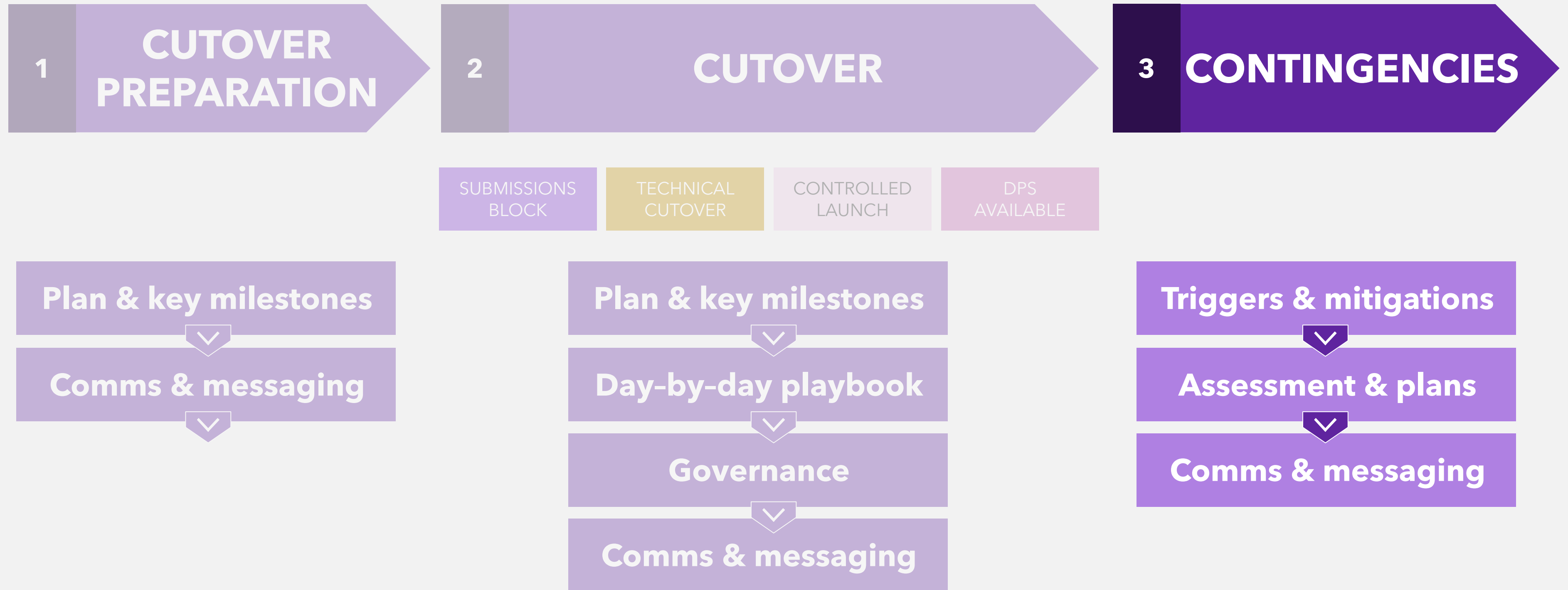
A glossary of terms is also included in the appendix

Comms | Comprehensive communication strategy crafted to guarantee all customers are adequately informed

				
Cutover	Activity type	Activity description	Target audience	Channel
Submissions Block	Support awareness	Published week before Cutover, daily during Cutover week 1	All market participants	Email, website, social media
Technical Cutover	Decision Point outcome Support awareness Technical cutover	Tuesday of Cutover week 1 Published Friday to Monday wk 1-2 of Cutover Exact frequency TBC	All market participants	Email, website
Controlled Launch	Pre-entry controlled launch awareness Launch outcome	Published during Controlled Launch	All market participants C-suite, prog teams, users	Email, website
DPS Available	Countdown Launch	Published 3 weeks before Controlled Launch Published once during Controlled Launch	All market participants C-suite, prog teams, users	Email, website
Post go-live support	Drop-ins Support awareness	Published weekly Published weekly from DPS available	All market participants All participants, prog teams, users	Model office Email, website

A full communications plan will be released soon, defining what information will be shared with the market before and during the cutover window

Cutover planning covers three distinct areas



A glossary of terms is also included in the appendix

Contingencies context

In extreme scenarios, issues (for example, large scale functionality defects) could prevent cutover from proceeding as planned.

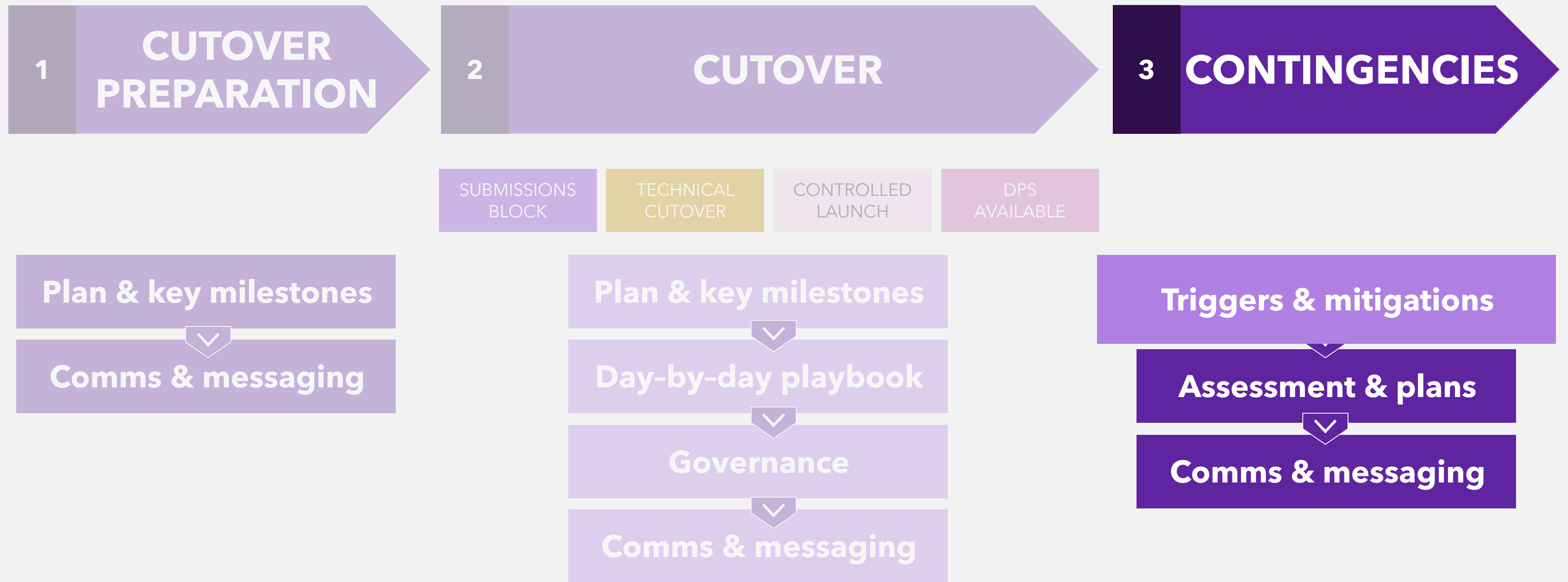
For this reason, we need to plan for this eventuality; covering mitigation of risks, contingency planning and decision-making processes. This will minimise the impacts of a contingency phase being initiated e.g. postpone, rollback, fix-forward.

We have identified 8 'contingency trigger groups' of issues that could invoke a need to implement a plan to halt cutover.

Further to this, we produced three phases to the contingency plans to intervene in cutover based on which stage the issue arises.

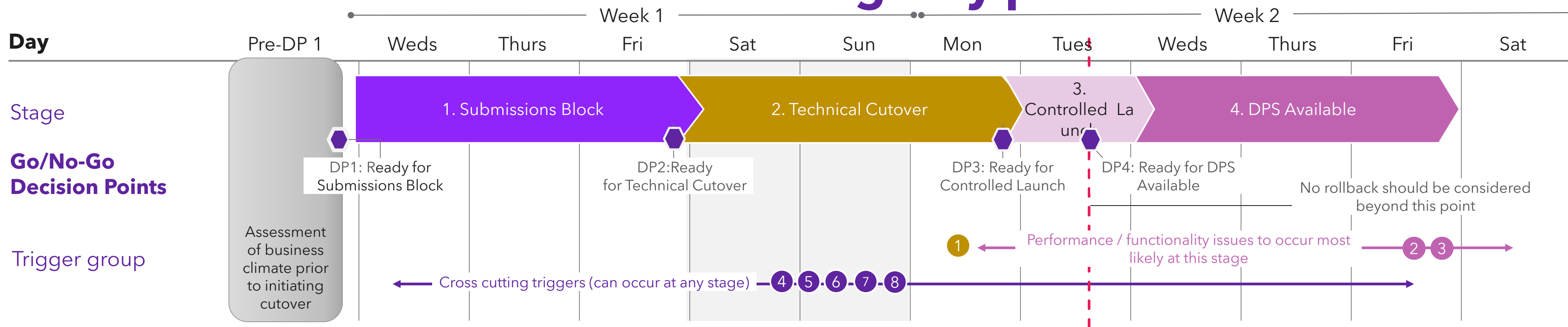
To aid decision making, we have worked through metrics based on impact and time to resolve an issue.

Cutover planning covers three distinct areas



A glossary of terms is also included in the appendix

We have identified 8 contingency triggers through the cutover window that could initiate a contingency phase



#	Contingency trigger	Likely Stage	#	Contingency trigger	Likely Stage
1	Data migration fail - quality/gaps in data	2	5	Missed Decision Point deadline/exit criteria	Variable
2	Performance issues lead to slow processing for DPS	3/4	6	Major external events (e.g. legal, force majeure, cyber-risk)	Variable
3	Key functionality shows critical defects	3/4	7	Service availability fail (e.g. key partners (AWS etc.))	Variable
4	Cutover execution fail	Variable	8	Culmination of issues overwhelming systems and processes	Variable

Detailed mitigations and actions have been planned for each contingency trigger (1/2)

Contingency triggers

Mitigations

Key actions

<p>1 Data migration fail – quality/gaps in data</p>	<ul style="list-style-type: none"> Data Centre migration learnings recorded Dress rehearsals will focus on detailing and de-risking data migration process Robust data assurance plan in place for technical cutover 	<ul style="list-style-type: none"> Delete partial files / tables copied into AWS Switch on IMR & mainframe and validate files Communicate rollback to market
<p>2 Performance issues lead to slow processing for DPS</p>	<ul style="list-style-type: none"> Comprehensive testing (SIT, performance/scalability, resilience testing) conducted Smoke testing of key functionalities pre-cutover 	<ul style="list-style-type: none"> Review severity and potential need to rollback Conduct thorough code & database optimization reviews Manage cache memory storage to further improve performance
<p>3 Key functionality shows critical defects</p>	<ul style="list-style-type: none"> Comprehensive testing (UAT) of functionalities conducted Vanguard and enhanced customer testing to collect feedback Smoke testing of key functionalities pre-cutover 	<ul style="list-style-type: none"> Review severity and potential need to rollback Ringfence functionality defect and deploy defect management process¹ Manually process requests / submissions (<5% of functionality / customer volume)
<p>4 Cutover execution fail</p>	<ul style="list-style-type: none"> Dress rehearsals will clarify times to conduct and familiarize stakeholders with the process Constant monitoring of WIP and detailed controlled launch plan give time estimates for stages 	<ul style="list-style-type: none"> Different plans correspond to stages trigger arises: <ul style="list-style-type: none"> Technical Cutover & Controlled Launch – short delay or rollback to heritage DPS available – ringfence defects causing execution failure and deploy defect management process¹ Manually process requests / submissions (<5% of functionality / customer volume)

Detailed mitigations and actions have been planned for each contingency trigger (2/2)

Contingency triggers

Mitigations

Key actions

<p>5 Missed Decision Point deadline/exit criteria</p>	<ul style="list-style-type: none"> • Dress rehearsals to clarify times to conduct and familiarize stakeholders with the process • Time taken for each stage gives contingency • Progress reported each day by workstreams 	<ul style="list-style-type: none"> • Dependent on the stage of the trigger: <ul style="list-style-type: none"> • Submissions Block - postpone cutover • Technical Cutover & Controlled Launch - rollback to heritage • DPS Available - ringfence defects causing execution failure and deploy defect management process to fix • Manually process requests / submissions (<5% of functionality / customer volume)
<p>6 Major external events (e.g. natural catastrophe, cyber-risk)</p>	<ul style="list-style-type: none"> • Robust legal and cybersecurity plans to protect potential data loss and liabilities 	
<p>7 Service availability fail (e.g. key partners (AWS etc))</p>	<ul style="list-style-type: none"> • Establish open channels of communication with partners pre- and during cutover to confirm planning and mitigations 	<ul style="list-style-type: none"> • Dependent on the stage of the trigger: <ul style="list-style-type: none"> • Technical Cutover & Controlled Launch - rollback to heritage • DPS available - ringfence defects causing execution failure and deploy defect management process¹ to fix
<p>8 Culmination of issues overwhelming systems and processes</p>	<ul style="list-style-type: none"> • Simulations during dress rehearsals to help understand resource and training needs • Full resourcing available for cutover period • Controlled Launch period allows control over initial processing volumes 	<ul style="list-style-type: none"> • Dependent on stage of the trigger: <ul style="list-style-type: none"> • Technical Cutover & Controlled Launch - rollback to heritage • DPS Available - fix forward with limited processing, trying to control backlog until full capacity available

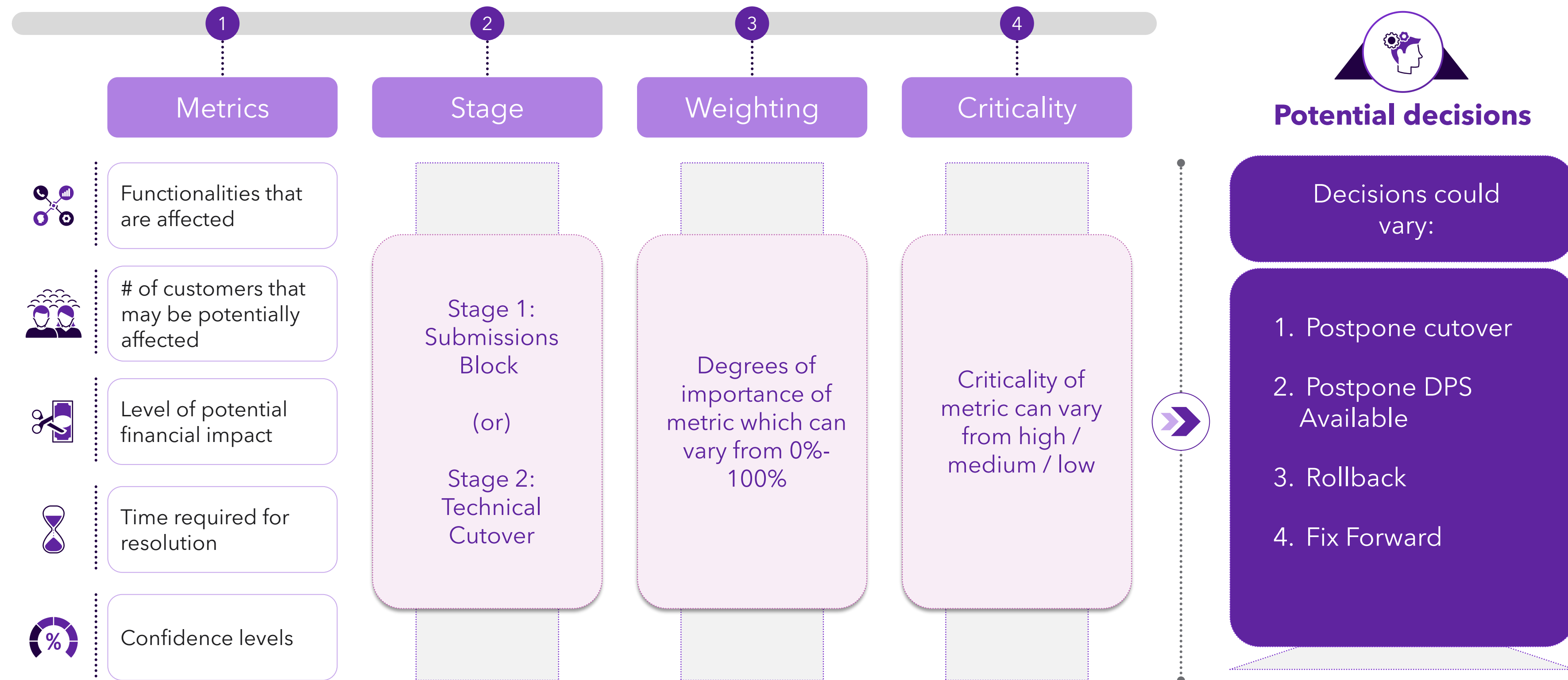
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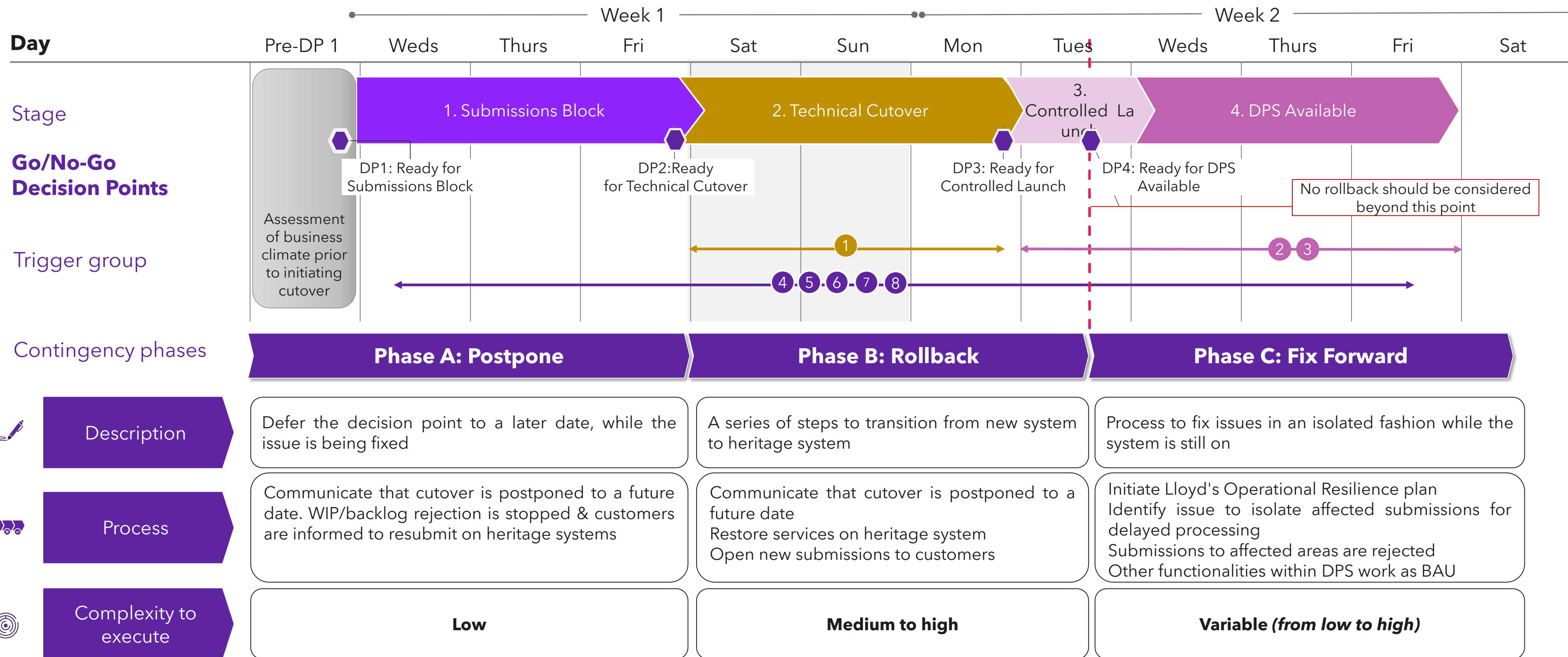
A glossary of terms is also included in the appendix

Decisions on contingency phases are guided by an assessment from four key variables and across five metrics

Various decision scenarios considered only up until DPS available stage beyond which all issues are fixed forward



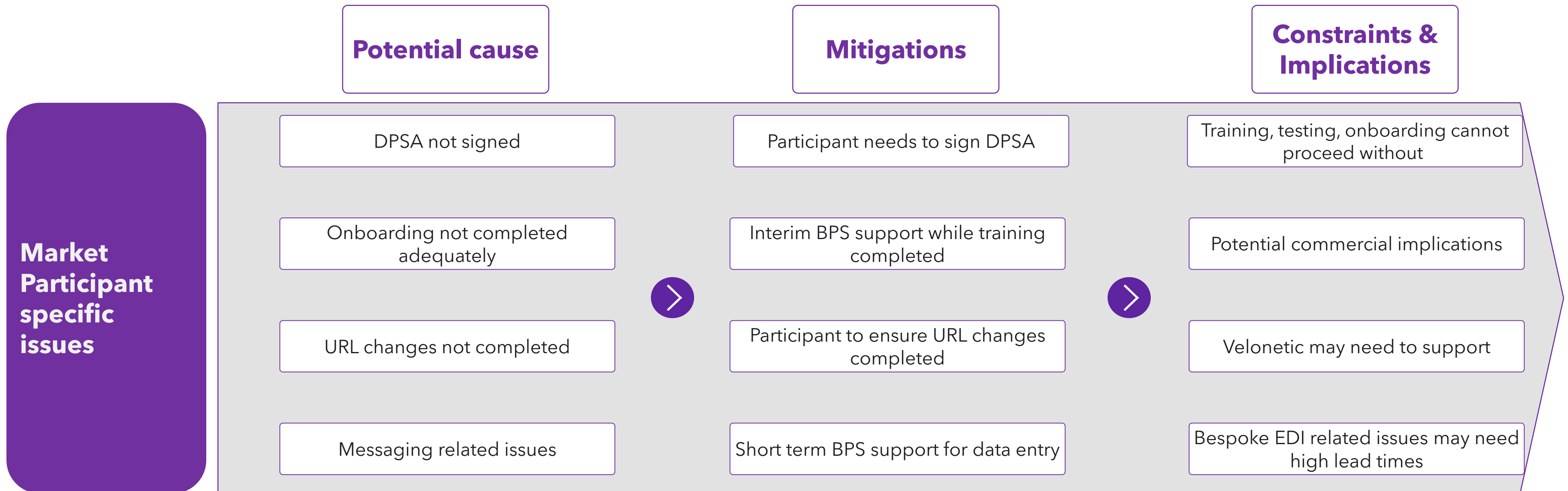
Actions to be taken in each contingency trigger rely more on when the trigger occurs rather than the trigger itself



Phase A | Postpone planned across 5 trigger groups

Timeline	Governance	Relevant trigger points
Available until DP 2 (Cutover Wk1 Friday)	Cutover committee to offer recommendation to Velonetic CEO for consultation with Market associations, selected market participants as appropriate, and Lloyd's BCC	4 5 6 7 8
Key Actions of Operational Plan		
Tech	<ul style="list-style-type: none"> Start accepting new submissions (if beyond black-out window) Release heritage black-out (if active) 	
Operations	<ul style="list-style-type: none"> Prepare to ramp up again on heritage systems 	
Market Participants	<ul style="list-style-type: none"> Start submitting new work on heritage systems Continue to reduce backlog to low levels in preparation for submissions block 	
Communications	<ul style="list-style-type: none"> Engage crisis communications plan on decision to postpone cutover Emphasise key message that go-live timelines have shifted 	
Other	<ul style="list-style-type: none"> Engage with market and postpone activation of DPS Notify banks of change of cutover date to reduce disruption to payments 	

Phase A | 4 market issues could cause a postponement before cutover



Phase B | Rollback planned across 8 trigger groups (Lloyd's lens)

Timeline

Available from DP 2 (Cutover Wk 1, Friday) until DP 4 (Cutover Wk 2, Tuesday)

Governance

Cutover committee to offer recommendation to Velonetic CEO for consultation with market associations, selected market participants as appropriate, and Lloyd's BCC

Relevant trigger points



Key Actions of Operational Plan

Lloyd's Operational Resilience

- From when critical issue triggering contingency plan is identified, link in with Lloyd's resilience team
- Lloyd's team to decide on use of resilience scenarios plans
- Lloyd's Operational Resilience plans initiated if necessary

Operations

- From when critical issue triggering contingency plan is identified, link in with Lloyd's resilience team
- Create data reports on what work packages have been received
- Test user access to, and begin BAU processing on, heritage systems
- Customers resubmit work packages submitted during controlled launch

Communications

- From when critical issue triggering contingency plan is identified, link in with Lloyd's resilience team
- Emphasise key message that market participants must back out of URLs/DNS
- Provide communication on when heritage systems are ready for submissions, confirm service restoration

Market Participants

- Back out of URLs/DNS when instructed to
- Start submitting new work again on heritage systems when informed they are ready

Other

- Notify Banks

Tech

- Stop DPS services, shut ASG, block new DPS URLs
- Start restoration and smoke testing of heritage services - revert to disaster recovery on mainframe (the fastest way)
- Revert settlement changes, XDH configuration changes
- Open outbound and inbound messaging

Phase B | Rollback planned across 8 trigger groups (Company lens)

Timeline

Available from DP 2 (Cutover Wk1, Friday) until DP 4 (Cutover Wk 1, Tuesday)

Governance

Cutover committee to offer recommendation to Velonetic CEO for consultation with market associations, selected market participants as appropriate, and Lloyd's BCC

Relevant trigger points



Key Actions of Operational Plan

Operations

- Review severity of rollback
- Create data reports on what work packages have been received
- Test user access to, and begin BAU processing on, heritage systems
- Customers resubmit work packages submitted during controlled launch

Communications

- From when contingency trigger is identified, enact Crisis Communications Plan
- Emphasise key message that market participants must back out of URLs/DNS
- Provide communication on when heritage systems are ready for submissions, confirm service restoration

Market Participants

- Back out of URLs/DNS when instructed to
- Start submitting new work again on heritage systems when informed they are ready

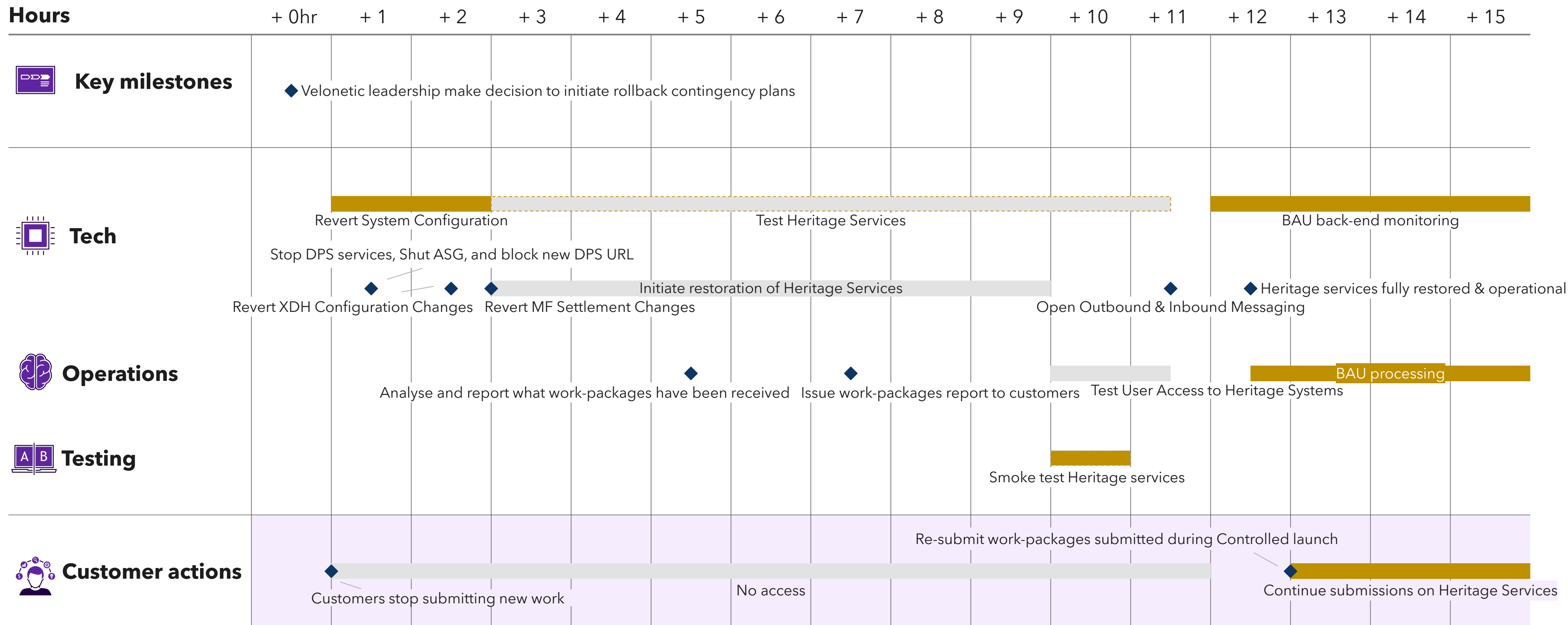
Other

- Notify Banks

Tech

- Stop DPS services, shut ASG, block new DPS URLs
- Start restoration and smoke testing of heritage services - revert to disaster recovery on mainframe (the fastest way)
- Revert settlement changes, XDH configuration changes
- Open outbound and inbound messaging

Phase B | Rollback process if initiated



Phase C | Fix-forward planned across 8 trigger groups

Timeline

Default plan when addressing any issues across the cutover window
Only available option after DP 4 (Cutover wk 2, Tuesday)

Governance

A Rapid Response Team will be created; it will be on-call to respond to any of the 8 trigger groups, managing at a high-level the appropriate response in alignment with reporting lines and business continuity teams

Relevant trigger points



Key Actions of Operational Plan

Lloyd's Operational Resilience

- From when critical issue triggering contingency plan is identified, link in with Lloyd's resilience team
- Lloyd's team to decide on use of resilience scenarios plans, incl. Urgent Settlement Process
- Lloyd's Operational Resilience plans initiated

Operations

- Throttle/reject relevant submissions while dealing with issues
- If faults found have low impact, continue BAU processing
- Manual processing of requests/submissions if necessary

Communications

- Communicate impact on customers, actions required, and timelines on DPS

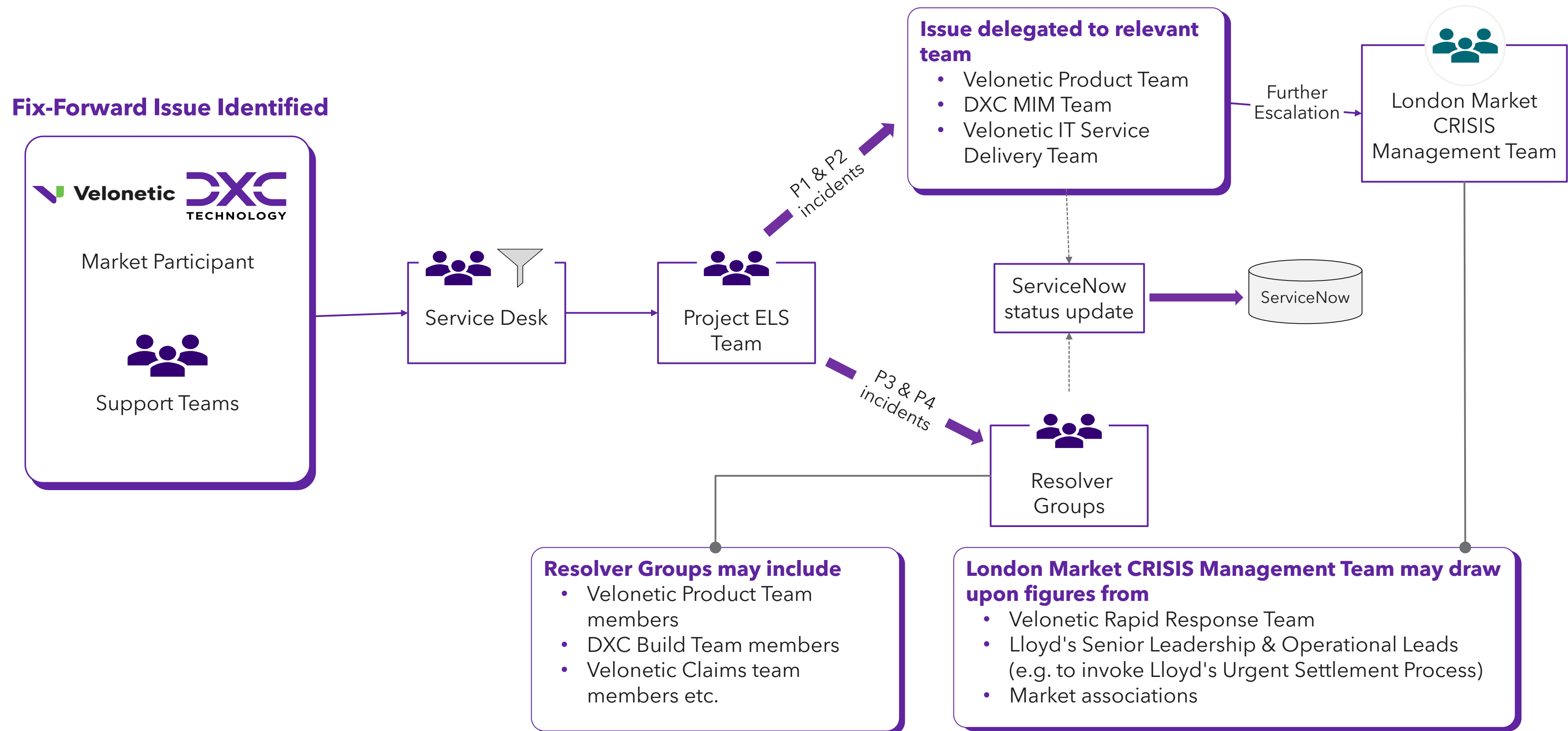
Market Participants

- Manually work through own reconciliations in case of an error in settlements
- Provide detail on errors faced

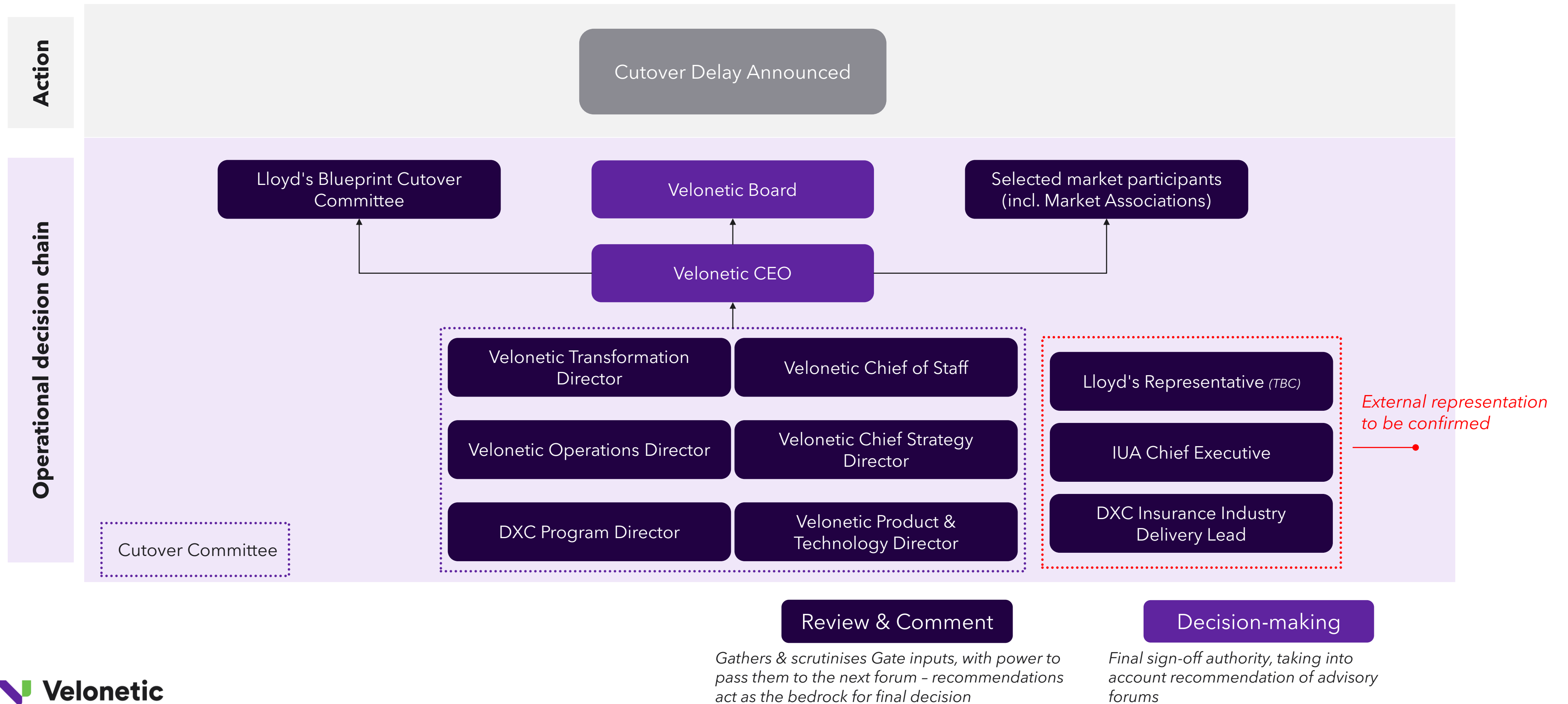
Tech

- Follow accelerated defect management process
 - Velonetic / Market participants to identify fault
 - Velonetic depopulate defect and classify the defect
 - Critical/High defects will be hot-fixed by Build team
- Ringfence DPS data before rejecting new submissions to allow time to fix
- If data migration fail, delete partial copies on AWS and validate files
- Optimise code & data-base to combat performance issues
- Manage cache memory storage to improve performance

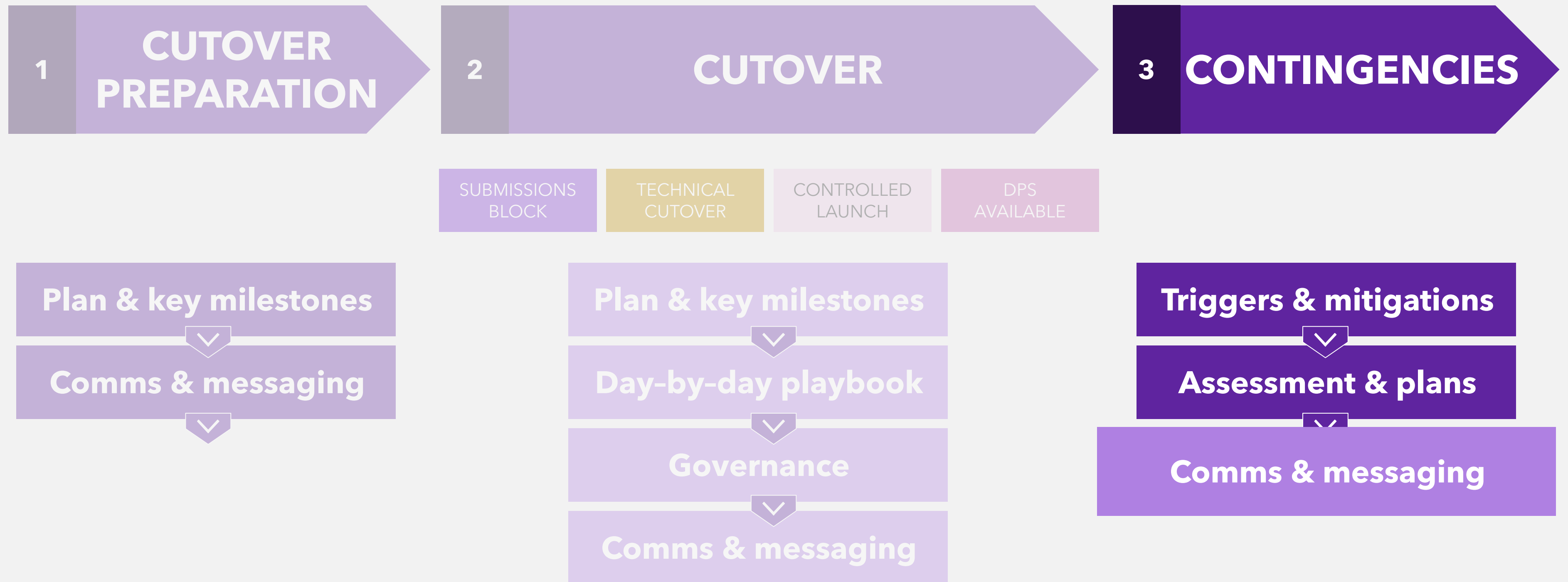
Fix-Forward Triage Process



Governance | Initiating a contingency plan requires additional governance to the Decision Point Meetings








Cutover planning covers three distinct areas



A glossary of terms is also included in the appendix

Comms | Comprehensive communication strategy crafted to guarantee all customers are adequately informed

Communication plans up until cutover is designed to provide right level of information including 'go / no-go' decisions

	 Cutover	 Message type	 Message (examples)	 Target audience	 Channel
Postpone		Announcement of decision and reasons	Length of postponement	All market participants incl. associations	Email, website page, virtual briefing by senior leaders (TBC)
A full communications plan will be released soon, defining what information will be shared with the market before and during the cutover window					
Rollback		Announcement of decision and reasons	Extent of rollback	All market participants incl. associations	Email, website page, virtual briefing by senior leaders (TBC)
		Key actions for market	Update URLs / DNS & re-submit transactions	Relevant messages for participant type	
Fix Forward		Announcement of decision and reasons	Specific functionalities impacted, complexity of issues	All market participants incl. associations	Email, website page, virtual briefing by senior leaders (TBC)
		Key actions for market	Update URLs / DNS & continue business as usual submissions	Relevant messages for participant type	

What's coming next?

Activities

- Market participants engage in internal assurance journey
- Velonetic continue WIP clearance
- Communications plan finalised
- Dress Rehearsal 1 - focus on contingency planning
- Data migration scope and assurance reports to be clarified
- Controlled Launch scope and participants finalised
- Market notified of service blackouts for rehearsals
- Data migration copying for rehearsals and cutover
- Dress Rehearsal 2 including publication of results
- Deadline for market participants to sign DPSA
- Customer onboarding and user setup
- Update settlement calendar for testing and production
- Deadline for market participants to sign Termination Letter
- Dress Rehearsal 3 including publication of results
- Cutover period

Appendix

Glossary of terms

Non-exhaustive

Term	Definition
Contingency phases	Plans in place to mitigate risk if issues arise during cutover
Data migration	The process of copying historic and in-flight data from the "Heritage/FERN" mainframe storage environment into the new "AWS Cloud-based/DPS" platform
Decision Point	A go/no-go decision on whether to continue to the next cutover stage, or initiate one of the contingency phases
Fix-Forward	A contingency phase to address and resolve issues as they arise
In-flight transactions	Transactions that are currently within the heritage system but are not awaiting action by Velonetic
Proving period	The testing conducted by Velonetic & Controlled Launch group to test the functionality of the new DPS after the Technical Cutover stage
Queries	Transactions that are pending further action before closure because Velonetic have gone back to the customer with questions
Rollback	A contingency phase to revert back to heritage systems after the submissions block stage
Service blackout period	A pre-designated period in which all systems are offline
Smoke testing	A test suite that covers the main functionality of a component or system to determine whether it works properly before planned testing begins
WIP (Work-In-Progress) transactions	Transactions that are currently within the heritage system and are awaiting action by Velonetic

Settlements | Only 1 settlement blackout day is now needed, with first payments processed during Controlled Launch

Cutover stage when signing is happening	Signed	Files produced	Actual payment date
1. Submissions Block	Wk 1 Wednesday	Overnight run from Weds-Thurs wk1	Wk 2 Tuesday
	Wk 1 Thursday	Overnight run from Thurs-Fri wk1	Wk 2 Wednesday
	Wk 1 Friday	Overnight run from Thurs-Sat wk1	Wk 2 Thursday
2. Technical Cutover	None Saturday to Monday of wk 1/2		
3. Controlled Launch	Wk 2 Tuesday	Overnight run from Tues-Weds of wk 2	Wk 2 Friday
4. DPS Available	Wk 2 Wednesday	Overnight run from Weds-Thurs of wk 2	Wk 3 Monday

First settlements for Controlled Launch selected participants

First settlements for the remainder of the market

1. Files produced: Customer end-of-day settlement files

Paper-Based Rehearsal Write-Up

Paper-based rehearsal 1 conducted on 14 May 2024 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, and dependencies
- Gathered more precise time estimates for each step and adjustment of schedules as needed
- Identified priority questions to be resolved






Takeaways




- Steps for each cutover stage validated
- Timings for each stage to be further refined
- Initial feedback from PwC was positive - formal review to follow

All key entry and 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 

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 

Immediate priorities are to enrich existing plans with further detail and enhance communication of decisions



Overall

- Confirmation teams have their own detailed cutover plans
- Rehearsal improved visibility of each other's dependencies and synchronised communication of decisions
- 83 new actions were identified, these were mostly major steps broken down further and enhancing market-facing communications (follow-up workshop held on 21 May 2024)



Submission Block

- Operations need to add further detail for the premium submission block process
- Outline how outstanding items/rejections will be reported needs to be enhanced
- Further workshops required on strategy for more complex scenarios (large work packages, LORS, other exceptions)



Technical Cutover

- Finalise listing of persistent and non-persistent applications, and related data migration
- Introduced detailed checkpoints between Decision Points 2 & 3, and highlight the need for an artefact detailing data assurance framework
- Plans for cutover support (logistics) underway



Controlled Launch

- Further clarification on transaction type complexity, specifically those that would trigger a fix-forward phase
- For approved customers, agree submitted scenarios and validated how to control access to system
- Ensure staff proficiency in customer help portal and readiness for different scenarios (volumes and delays)



DPS Available

- Business as usual reporting processes and outputs to be outlined
- Further detailing and enhancement of governance milestones and defects management process

Non-exhaustive

All teams to build on success of this rehearsal and close all gaps by the next rehearsal



Programme

Further detailing of various stages, including:

- Controlled Launch: choice of partners, rules of engagement and guidance
- Finalise entry and exit criteria for each team at every decision point
- Tighter coordination across teams on data assurance and trigger solution



Tech

- Confirm final list of persistent and non-persistent apps and plans for data migration (e.g. copying and transferring WIP tables)
- Detail more steps in controlled launch and DPS Available stages coordinating with operations, Velonetic technology, and programme teams



Operations

- Detail premium Submission Block mechanism, sanction processing, defect management process, potential Controlled Launch overnight processes
- Plan for on/offshore claim technician support
- Work-In-Progress reduction forecast and reporting processes



Testing

- Provide tech with Test Completion reports and AWS Performance Testing plan
- Plan for business scenarios to be smoke tested
- Create non-functional data assurance plans and testing (operational resilience)



Communications

- Draft templates for all decision points and rollback scenarios
- Ensure targeted communications for Controlled Launch participants
- Create communications timeline for every activity in submission block

Non-exhaustive

Paper-based rehearsal 2 (scheduled for 20 June)

Planned focus areas

- Validation of amended main cutover plan and accompanying L3 plans
- Focus on Rollback and Fix-Forward contingency plans
- To include Lloyd's Operational Resiliency plans and team
- Third-party Quality Assurance (PwC) to be present again