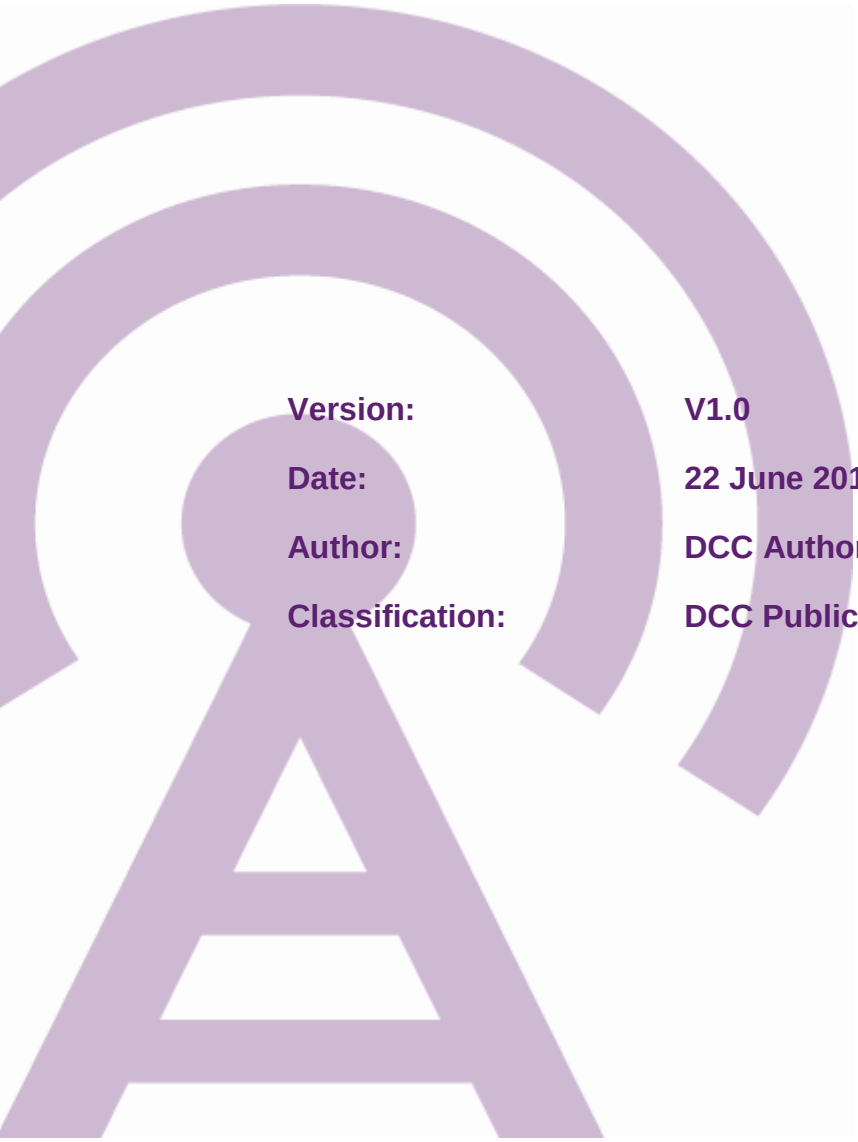
Data Communications Company

Switching Programme

D-10.3 CSS Operational Requirements



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1 Introduction

The current change of supplier processes for gas and electricity operate independently, and are based predominantly on batch systems. Each organisation involved operates its own Service Management (SM) processes.

The Ofgem Switching Programme will deliver faster switching – including the capability for next-day switching and improved reliability of the switching process through better management and oversight of industry data.

It will introduce a new, flexible Central Switching Service (CSS) for all gas and electricity switches.

1.1 Service Management and Switching

The proposed Service Management approach for the new Switching Arrangements will effectively manage, operate and provide quality support for CSS to meet the needs of Market Participants (MPs).

This is described in the Switching Service Management Strategy and Approach (D-4.1.9 and D-4.2.3) and will be provided by all service providers through an appropriate mix of people, processes and information technology.

The overall switching SM will be co-ordinated and managed by the Switching Operator (under licence conditions from Ofgem) and has been designed to achieve the following:

- co-ordination of service management across the new Switching Arrangements including (Central Data Services and CSS Service Providers);
- the required quality of services provided;
- reduced risk in loss of service provision; and
- compliance with good practice.

It will follow an ITIL-based lifecycle and will provide a set of best practices to effectively manage delivery of all Switching services.

Switching SM will create an environment that will provide an effective cross-service provider operation, making sure that all CSS Service Providers and Central Data Services (CDS) contribute to the successful and cost-effective management of the Switching Arrangements.

Service Management is the joint responsibility of all service providers and each CSS Service Provider and Central Data Service (CDS) provider will be required to provide service management support for the switching services it provides.

A centralised Switching Service Desk (Switching SD) will be provided and managed by the Switching Operator and this will provide a single point of contact for Market Participants.

This Switching SD will work with MPs, CSS SPs and existing CDS providers to deliver all SM activities and to ensure that all requests and Incidents are resolved effectively and within Service Level Agreements (SLAs).

1.2 Scope

The scope of this Operational Requirements product is to define and document the Service Management (SM) requirements that apply to the Switching Operator and Switching Service Desk.

It adds context to the SM requirements that each SP is expected to deliver, to explain how the Switching Operator will carry out its responsibilities and interact with SPs.

This CSS Operational Requirements product will define:

- the service management requirements for the Switching Operator as it:
  - co-ordinates the SM of the CSS SPs and CDS Providers;
  - manages the Switching Service Desk,
  - ensures that regulatory and licence obligations are met,
  - ensures that SLAs are achieved, and
  - supports and provides Switching information to Market Participants
- the requirements for the Switching Service Desk,
- the workarounds and manual business processes that will support the CSS.

These requirements relate to Live Operation after Go Live. The processes will need to be formally tested prior to this, but will not be used to support the Design, Build and Testing stage of the Switching Programme.

1.3 Service Management Product Set

This document and its spreadsheet should be read alongside the following products:

- CSS Service Management Requirements (D-10.2)
- CSS Service Management Tools Requirements (D-10.4).

The following diagram shows the products that form the Service Management and Operations product set.

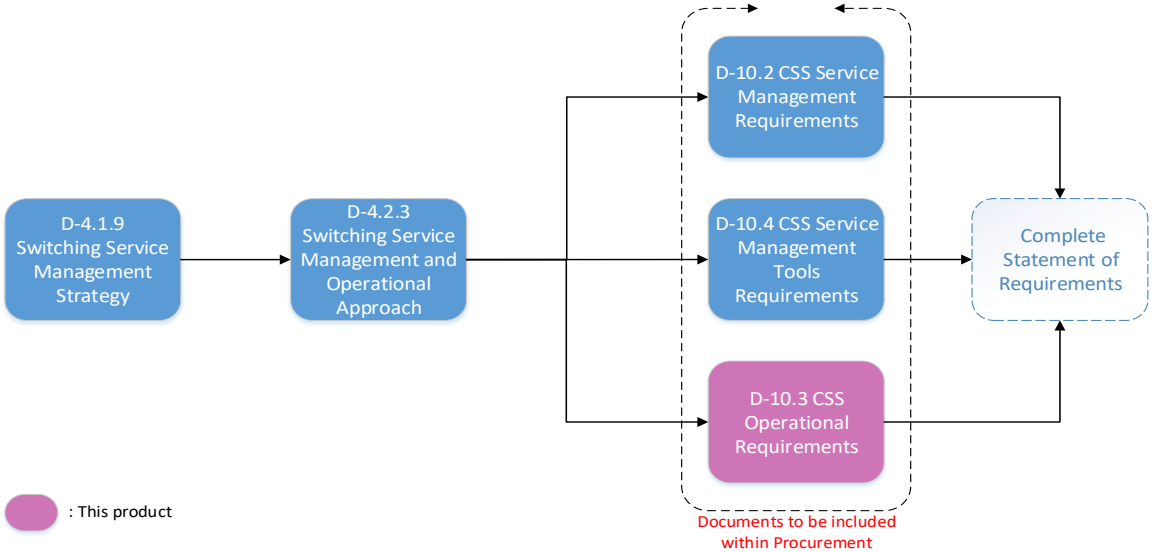


Figure 1 – Service Management and Operations Products

Each of the three requirements products consists of:

- a word document that sets the context and provides explanatory text and diagrams.
- a spreadsheet that includes the detailed requirements.

Product & Audience	Description
CSS Service Management Requirements (D-10.2) ***For all service providers and the Switching Operator***	This product contains the detailed requirements for all Service Management functions that are to be fulfilled, for the procurement of CSS services and the statement of requirements for existing CDS Providers.
CSS Service Management Tools Requirements (D-10.4) ***For SPs that want to provide/develop the CSS SM Tools***	This product defines the requirements for the SM technology that is required to underpin Switching Service Management, including a SM System (SMS) and a Self-Service User Portal. The successful bidders for the CSS Tools will also be required to meet the overall SM requirements as defined in D-10.2)
CSS Operational Detailed Requirements (D-10.3) ***For the Switching Operator and Switching SD***	This defines the requirements to be fulfilled by the Switching Operator that will monitor, co-ordinate and report on Service Management across all service providers. This will also include: • the operation of workarounds and manual business processes, and • the requirements of the Central Switching Service Desk.

1.4 Use of this Document

This product outlines how the Switching Operator will to coordinate, organise and manage the day-to-day operations and functions of the CSS and its service providers to ensure Market Participants receive an effective Switching Service.

This product will be used:

- as the basis of the development of the detailed processes of the Switching Operator,
- to ensure SM compliance with the Retail Energy Code (REC),
- to form part of the procurement tender pack that is to be provided to prospective CSS service providers for information,
- as the basis of the procurement of a Switching Service Desk, either now or at a point in the future,
- to define requirements that can be written into regulatory obligations.

This product consists of a covering document and a requirement spreadsheet and has been produced alongside the SM requirements for CSS SPs and existing CDS Providers.

1.4.1 Service Providers

CSS SPs and existing CDS Providers should use this product for information purposes only. It will enable them to understand how the Switching Operator will co-ordinate the end to end SM for the Switching Arrangements.

1.4.2 The Switching Operator

The Switching Operator (SO) is accountable for the E2E Service Management of the new Switching Arrangements. It should use this document to understand the extent of its

responsibilities for managing and co-ordinating Switching SM and implement the appropriate operating model to deliver excellence.

The CSS Service Management Requirements document should be read in conjunction with this document.

The SO should focus on:

- overseeing the delivery of quality services for all Market Participants,
- monitoring the performance of the CSS Service Providers and CDS providers to ensure they deliver the standard and quality of service as obligated contractually or by regulation,
- managing and supporting the Switching Service Desk,
- the service effectiveness of the Switching Arrangements,
- ongoing process improvements,
- performing the role of Data Steward for data maintained and referenced by CSS according to Governance policies and procedures.

1.5 Terminology

To avoid confusion between the requirements on each service provider and the requirements on the organisation that is operating the CSS, the following terminology is used:

Term	Description
CSS Service Providers	Any organisation that is awarded one of the new services that is procured by DCC e.g. CSS Registration Service, CSS Self Service Portal service.
CDSs	All central data services in the new Switching Arrangements. Existing CDSs include: UK Link, MPAS, DES, ECOES. As part of the Switching Programme, CSS will become a single new CDS, (containing a number of CSS SPs).
Providers of Central Data Services (CDS Providers)	Any organisation that provides a Central Data Serviceas part of the switching processes e.g. Xoserve for UK Link and DES, Gemserv for ECOES and MPRS for MPAS, and the provider of CSS.
Switching Operator	The single organisation that has the obligations to operate, manage and co-ordinate the CSS and who will manage the end to end service management.
Market Participants	The industry parties involved in Switching.
service providers (without capitalisation)	A collective term for all organisations that provide data or services to the Switching Operator, including CSS SPs, CDS Providers and the Switching Service Desk.

2 Switching Service Management Key Principles

The approach to Switching SM is built around the following key principles:

2.1 Continuous Improvement

The service seeks to continually improve the operation of the new Switching Arrangements. Therefore, all service providers are required to seek opportunities to improve their services. They will also agree to work collaboratively with other service providers to identify and implement improvements to services or processes that span service providers.

The Switching Operator will seek to improve its own services, those of the Switching SD and also the end to end service to Market Participants.

2.2 "Shift Left"

The "shift left" principle shall operate wherever possible to improve the resolution of Incidents and fulfilment of requests, ensuring that these are carried out at the earliest point.

This principle means that the wherever possible, CSS SM will move things that are typically done in later stages, earlier. In Switching this will involve:

- providing information to Market Participants to enable them prevent issues, or to solve their own issues.
- where Incidents and requests are still required, that these are resolved by first line support, rather than requiring second/third line assistance.

2.3 Self-Service

The default approach is to enable Market Participants to access information, data and services they require without manual intervention by the Switching Operator or the Switching SD.

Market Participants will be able to raise Incidents and requests themselves using the CSS Portal and to view the status and resolution of their Tickets, as well as an overall Switching dashboard that includes information about the availability of all Switching Services, and notification of planned maintenance.

They will also be able to access reports and other switching-related data and services via the Portal.

2.4 Good Practice

Processes shall adopt good practice and wherever possible shall align to those pre-configured in the relevant Service Management Tools i.e. the CSS Service Management System (CSS SMS) and Portal.

They shall ensure that the Market Participants are kept informed at each relevant stage of all processes and that the detailed services are delivered in accordance with the agreed Service Level Agreements (SLAs).

2.5 Automation

Processes should be automated wherever possible for reliability and efficiency.

Where workarounds or manual processes are required to resolve Incidents, these will be followed by with an automated solution as soon as practicable.

2.6 Processes and Tools

CSS will be operated and supported by a single, integrated set of processes and tools.

All Switching-related Incidents and Service Requests will be stored in the CSS SMS.

2.7 Single Point of Contact

There shall be Single Switching Service Desk for CSS to provide a single point of contact for all Switching-related issues and contact. This will be available primarily for Market Participants but is also available to service providers.

3 SM Outcomes Required

3.1 Service Operations

The Switching Operator shall provide a Service Operations capability which shall deliver the following outcomes:

- a highly responsive, professionally service that resolves Market Participant requests and Incidents inside the agreed SLAs
- detailed investigations into the root causes of recurring Incidents and the implementation of automated resolutions
- a co-ordinated Change process that minimises the planned maintenance windows, and, where possible, co-ordinates outages for service providers to maximise the E2E availability of systems
- an accurate and complete knowledge base for the guidance and assistance of Market Participants and service providers
- the provision of up-to-date information and service bulletins to keep Market Participants informed about the CSS service
- the reliable completion of manual activities and workarounds until automated solutions are in place
- the onboarding of Market Participants to CSS for initial go-live and also on an ongoing basis to support new market entrants.

3.2 Service Management

The Switching Operator shall provide a Service Management capability which shall deliver the following outcomes:

- timely publication of accurate SM reports
- sufficient capacity at all times to meet Market Participant demand
- review and adjustment of SLAs to improve the CSS service provided
- regular review and improvement of the performance of each service provider effective and proven business continuity and disaster recovery processes
- subject matter expertise to support Market Participants for all Switching issues.

3.3 Security Operations

The Switching Operator shall ensure that:

- the security of CSS is maintained at all times
- any breaches in security are identified, resolved promptly and plugged to ensyre that they will not recur
- confidential data is not stored on the CSS SMS
- threat detection is continually monitored.

3.4 General

The Switching Operator shall ensure that:

- the CSS architectural model is baselined and maintained
- Switching is regularly review for improvement and innovation opportunities
- sufficient staff are available and managed, to carry out all SM activities
- any opportunities for automation are explored
- data analytics are used where possible.

4 Governance

The Switching Operator will be accountable for the operation of CSS under licence conditions introduced by Ofgem and obligations in industry codes.

4.1 Ofgem

Ofgem has accountability for the Switching Programme.

Ofgem has determined the overall requirements of the new Switching Arrangements and has responsibility for incorporating these into a new energy industry code – the Retail Energy Code (REC).

It will also appoint the Switching Operator and set the licence conditions under which it must operate.

4.2 Retail Energy Code

The REC will define obligations on all Market Participants that will be involved in the new Switching Arrangements. It will also include obligations for the DCC (in relation to the Switching Operator and CSS SP requirements) and existing providers of CDSs.

The REC will be managed by a REC Panel that will be overseen by the REC Company (RECCo). RECCo will, amongst other things, procure a Code Manager.

4.3 Switching Operator

The Switching Operator has overall accountability for assuring and operating the CSS SM model. It must ensure compliance with the REC and DCC's licence conditions.

DCC, in its role as the Switching Operator, must ensure that its REC obligations are underpinned by contractual arrangements with the CSS SPs and that it manages the CSS contracts to ensure that each of its service providers meets its contractual obligations.

It will also manage the Switching SD to support SM, as part of its responsibilities.

This can be seen in Figure 2 below.

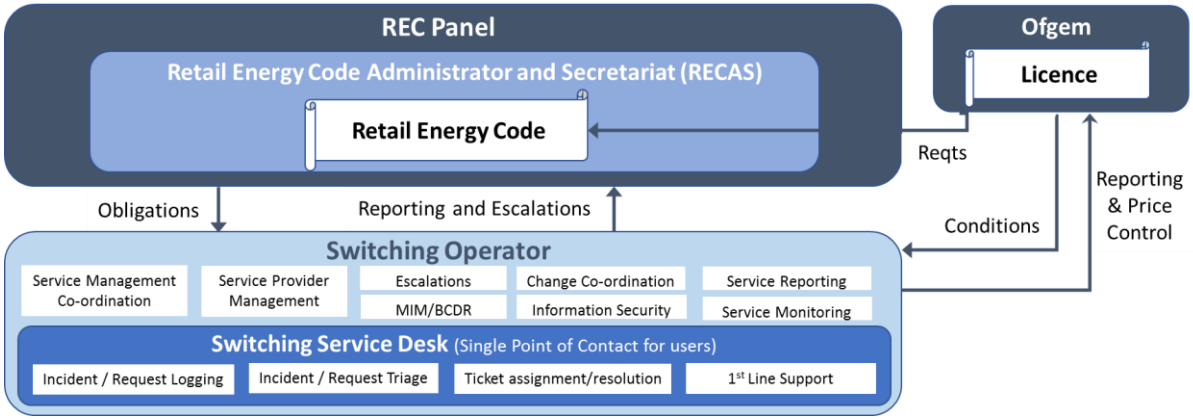


Figure 2 - Switching Operator Governance

5 Operational Service Management Model

As was introduced in SM Approach (D-4.2.3) the SM model is as shown below:

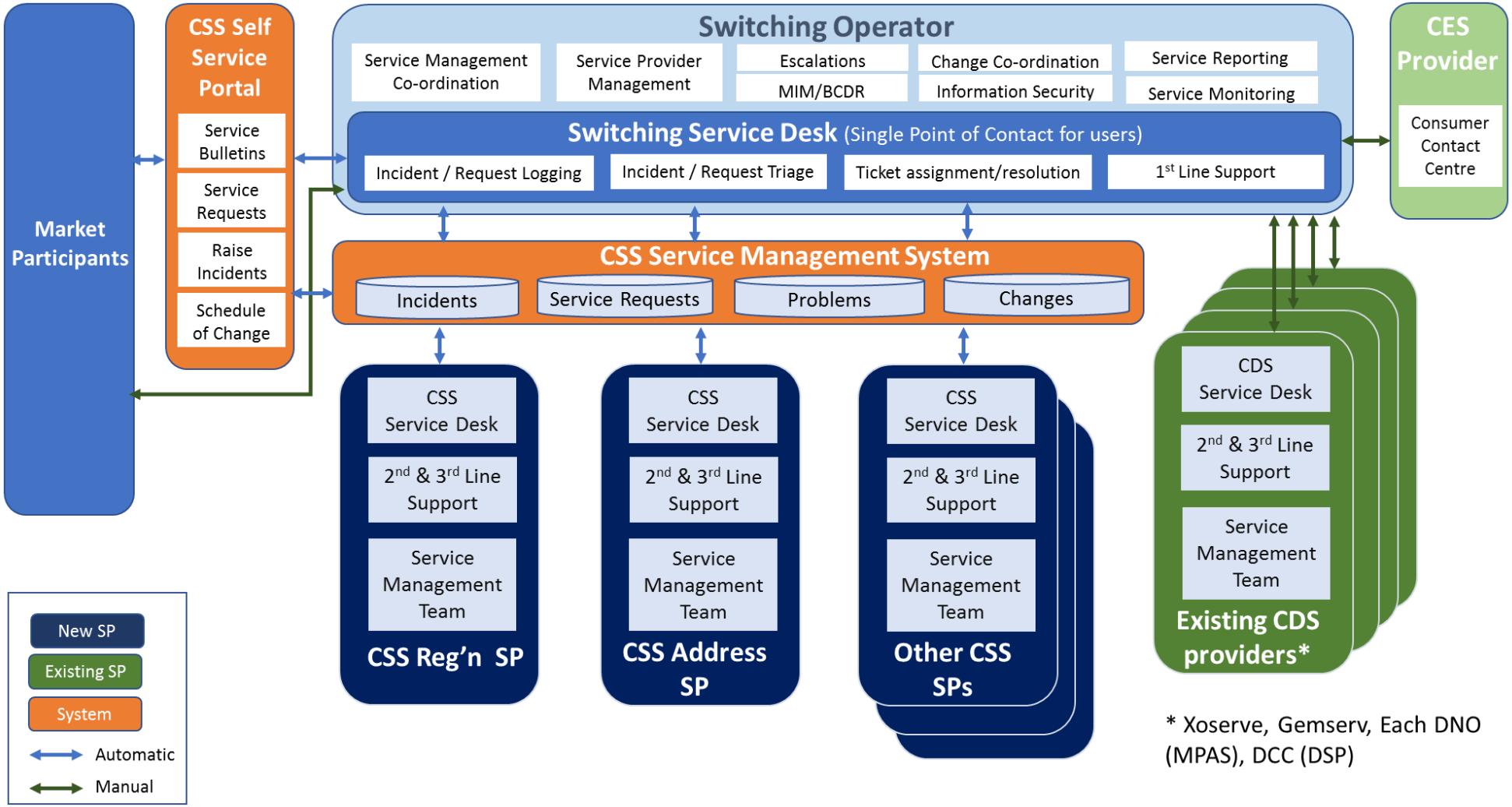


Figure 3 - Service Management Model

5.1 Key Players

The key players in this model are:

5.1.1 Switching Operator

The **Switching Operator** has overall accountability for the live operation of CSS, and the oversight and assurance of all service providers.

It will monitor and review the service performance of each CSS SP and each of the existing providers of a CDS to ensure that the overall obligations, requirements, data stewardship activities and SLAs are met.

It will lead on key Service Management processes including Major Incident Management and Service Continuity and will provide an escalation point for all CSS services.

(The activities that the Switching Operator will undertake are described in further detail later in this document.)

5.1.2 Switching Service Desk

There will be a new **Switching Service Desk** that is provided and managed by the Switching Operator. It will be a Business to Business service desk and will be contracted to the SO.

This will provide a single point of contact (SPOC) and first line of support for Market Participants for all Switching-related queries, Incidents and service requests.

It will work with all CSS SPs and existing CDS Providers to manage the CSS SMS and resolve all Switching Incidents and requests.

Where existing CSS SPs do not directly use the Switching SMS, the Switching Service Desk will receive and load ticket updates on behalf of the SP.

Switching will operate a 3 Tier Support Model, in order to best serve Market Participants. This is defined later in this document (section 9.4)

(The requirements for the Switching SD are described in further detail in later sections of this document and its associated spreadsheet.)

5.1.3 New CSS Service Providers

As part of Switching, a number of new service providers (SPs) will be procured.

CSS SPs will be responsible for the design, build, testing and maintenance of their individual services, with an appropriate, effective service management function.

Each CSS SP shall:

- provide a SM team to deliver its SM requirements;
- use the CSS SMS to support its Switching activity;
- provide a service desk to interact with the Switching SD;
- provide knowledge to enable the Switching SD to triage and provide first line support for the CSS SPs services;
- provide 2nd and 3rd line support for its service(s).

(The requirements for the CSS SPs and CDS Providers are detailed in D-10.2 CSS SM Requirements).

5.1.4 Existing Central Data Services Providers

The existing industry change of supplier processes use systems and services that will also be used in the new Switching Arrangements. It would not be cost-effective to require each existing CDS to change all its SM processes and systems to use those developed for the CSS. Therefore, the SM requirements are less prescriptive for existing CDS providers.

Each existing CDS will be responsible for its own parts of the new Switching Arrangements and will manage its own services, technology and tools to support these.

An existing CDS provider may use the CSS SMS if it so wishes, but may continue to use its own SMS and provide ticket information to the Switching SD to load into the Switching SMS to provide a full end to end picture to market participants.

At a high level, CDS providers will be required to:

- provide SM support to CSS including a service desk capability to interact with the Switching SD;
- provide an interface/data to the CSS SMS to support its Switching activity;
- provide 2nd and 3rd line support for its service(s),
- provide information to CSS to enable the provision of CSS-wide information (including knowledge, service status, availability and planned maintenance) to all MPs.

5.1.5 Market Participants

Market Participants will be the primary users of the CSS SM service.

They will interact with SM primarily through the Self-Service Portal but also using email and telephone to the Switching SD as the SPOC for Switching.

5.1.6 Consumer Enquiry Service (CES)

Ofgem has made provision for a central Consumer Enquiry Service which would provide consumers with details of their energy supplier and MPxN for both gas and electric.

This is currently on hold, but would be expected to be a separate service with its own customer call centre. However, Incidents could be raised by CES with the Switching SD if the address and registration data that it needed were not available.

5.2 SM Tools

The SM tools that will be used for CSS comprise:

5.2.1 Service Management System (SMS)

CSS will be supported by a new **Service Management System**.

This will be a central system that will store all Incidents, requests and queries for CSS including history and audit trail.

The SMS will underpin the key SM processes of Incidents, problems, service requests, change and knowledge. It will also produce reports and interfaces for the SO and Switching SD to enable the monitoring and management of SM performance.

(The requirements for the SMS are detailed in D-10.4 CSS SM Tools Requirements.)

5.2.2 Self-Service Portal

CSS will provide a **Self-Service Portal** (the Portal) that authorised representatives of Market Participants can use.

It will be the first point of contact for general Switching queries and requests and will enable Market Participants to become largely self-sufficient improving the service received and reducing the need to contact the Switching SD directly.

The portal will enable users to view service announcements, raise and review progress of Incidents, request available switching services, access reports, and provide data to CSS.

It is expected that the Portal will be available at all times, except during planned or unplanned maintenance windows.

(The requirements for the Portal are detailed in D-10.4 CSS SM Tools Requirements).

6 CSS Service Management Perspectives

Operational service management covers a number of different aspects:

6.1 Customers

The SM customers are the Market Participants that will be party to the REC.

These include: Energy Suppliers, Gas Transporters, DNOs and Supplier Agents. They do not include the individual end-users i.e. the consumers in the individual premises.

The CSS SPs, and existing CDS providers can also be customers.

6.2 Service Channels

The primary CSS service channel is the CSS Portal that will allow authorised users to access services, receive CSS information and view Incidents and reports.

Alternative channels include email and telephone to the SPOC i.e. the Switching SD.

Where Incidents are reported via email, this should be done using agreed templates, so that the Incidents can be uploaded into CSS without the requirement for rekeying.

Telephone contact makes it difficult to verify who the caller is.

The order of channel preference is:

- Portal
- Email
- Telephone.

6.3 Products and Services

Switching provides a faster, reliable service for a consumer to change its gas and/or electricity supplier.

This can be broken down into the following sub-services:

- Registration Service
- Address Service
- Switching Network(s)

6.4 Governance

The Governance of Switching is described in Section 4 above.

The REC is the governing industry code for CSS and Ofgem is the body that owns and sets the licence conditions.

6.5 Process

The SM processes are based on ITIL good practice and are described at a high level in section 11.

6.6 Data

6.6.1 Master data sources

CSS introduces a new CSS Registration service. This will operate alongside the existing industry registration systems (UK Link and MPAS).

CSS will become the 'master' view of the energy supplier for a meter point.

The existing registration systems will remain the 'master' of the agents and settlement information for a meter point.

Synchronisation of data between CSS and the existing registration systems will occur whenever changes occur.

6.6.2 Data for Reporting

Each service provider will be required to provide the data required for SM reports. Most of this will be stored on the CSS SMS, but may need additional information from SPs to provide external service reports to Market Participants, REC Panel and Ofgem.

6.6.3 Switching Domain Data

The data used by CSS will use feeds from other industry systems and services.

For example, the list of valid MPIDs and roles will be used to configure the valid MPs.

6.6.4 Data Stewardship

CSS will mostly use address data provided by the CSS Address Provider, however under certain circumstances manual addresses will need to be input.

The Switching Operator has accountability for ensuring that this is managed.

6.7 People

Each service provider will need to determine the roles and responsibilities that it requires to carry out SM. The information in section11 should be used as a basis for developing the roles and responsibilities that are required.

For the Switching Operator, this is described in section 7 **Error! Reference source not found.** of this document.

6.8 Organisation

There are many organisations involved in CSS Service Management.

These include:

- the Switching Operator (DCC)
- the Switching SD
- the CSS SPs
- the existing providers of CDSs
- Market Participants.

The Market Participants will be parties to the REC and are identified by a MP Identifier (MPID) and a role code that defines the MPs role e.g. 'X' for electricity supplier.

6.9 Technology

Tooling	Use
Self-Service Portal	Service users can use the self-service portal to: • view CSS dashboard information, • access knowledge articles, • view the forward schedule of change, • raise Incidents, • raise requests, • track Incident progress, and • review reports, all in one place.
Service Management System	The SM processes are enabled by the core CSS Service Management System (CSS SMS) to log, action, route and manage the resolution for all Incidents, service requests, Problems and Changes. It will also store the CSS Knowledge base.

Individual service providers may deploy diagnostic and event monitoring tools alongside their systems, but this is not a core requirement of CSS, and the Switching Operator is not expected to have access to such tools. Each service provider will review any alerts or events identified and would notify CSS using, a CSS SMS Incident or Major Incident as appropriate, preferably automatically, but could also be manually by their support teams.

6.10 Facilities

Each service provider will provide its own facilities. The SO is responsible for providing its own facilities and for agreeing the required facilities with the Switching SD.

6.11 Service Providers

These will be a mix of the existing providers of CDSs that are required to support the new Switching Arrangements, and the new service providers that will be procured as part of CSS.

7 SWITCHING OPERATOR

As stated in section **Error! Reference source not found.** the **Switching Operator** has accountability for operating and managing the CSS under Licence conditions introduced by Ofgem.

It will manage CSS live operations and the CSS SM model and ensure compliance with the Retail Energy Code.

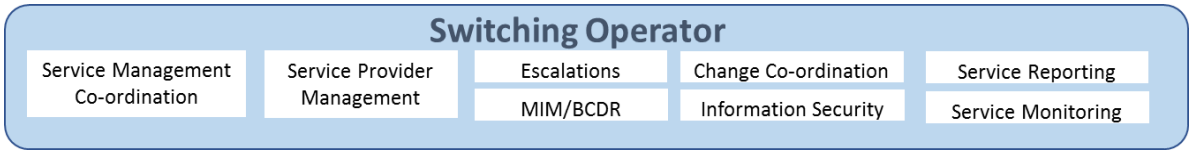
The primary role of the Switching Operator will be to ensure the delivery of CSS services effectively, to support more reliable, faster switching for energy consumers.

The Switching Operator shall be responsible for the provision of a central Switching Service Desk that meets regulatory requirements and that provides a value for money service, which may leverage the expertise of 3rd party service providers.

Whilst the Switching Operator and Switching SD will work closely together, the responsibilities of each must be clearly defined and the appropriate commercial arrangements be put in place.

The Switching Operator will manage the new CSS Service Providers and co-ordinate information from both these and the existing providers of CDSs for Switching users.

The Switching Operator team will monitor and review the service performance of each CSS SP and CDS provider to ensure that the overall obligations, requirements, data stewardship activities and SLAs are met.



7.1 ITIL SM Stages

The Switching Operator owns and manages the key processes in the ITIL stage of 'Live Operations'; leading Major Incidents, Change Management, Problem Management and Incident investigation, with the assistance of the Switching SD.

The team will also lead the other stages of the ITIL lifecycle i.e. the Service Strategy, Service Design, Service Transition and Continual Service Improvement stages.

7.2 Key SM Activities

The key operational activities that the Switching Operator will carry out are:

• SM Co-ordination across Switching	• Provision of SM Reports
• Management of all CSS SPs & CDS Providers in the Switching Arrangements	• Co-ordination of Switching Change across all CSS SPs and CDS providers
• Management of the Switching Service Desk	• Major Incident Management
• Management of relationships with all Switching users	• Information and Security Operations
• Escalations	• Management of Technical Operations
• Demand and Availability Management	• BCDR Management and Testing
• Performance Reports	• Release Management

• Capacity Assurance	• Service Request Management

7.3 Service Management Team Requirements

The following tables show the main elements that the Switching Operator is expected to operate against.

7.3.1 Hours

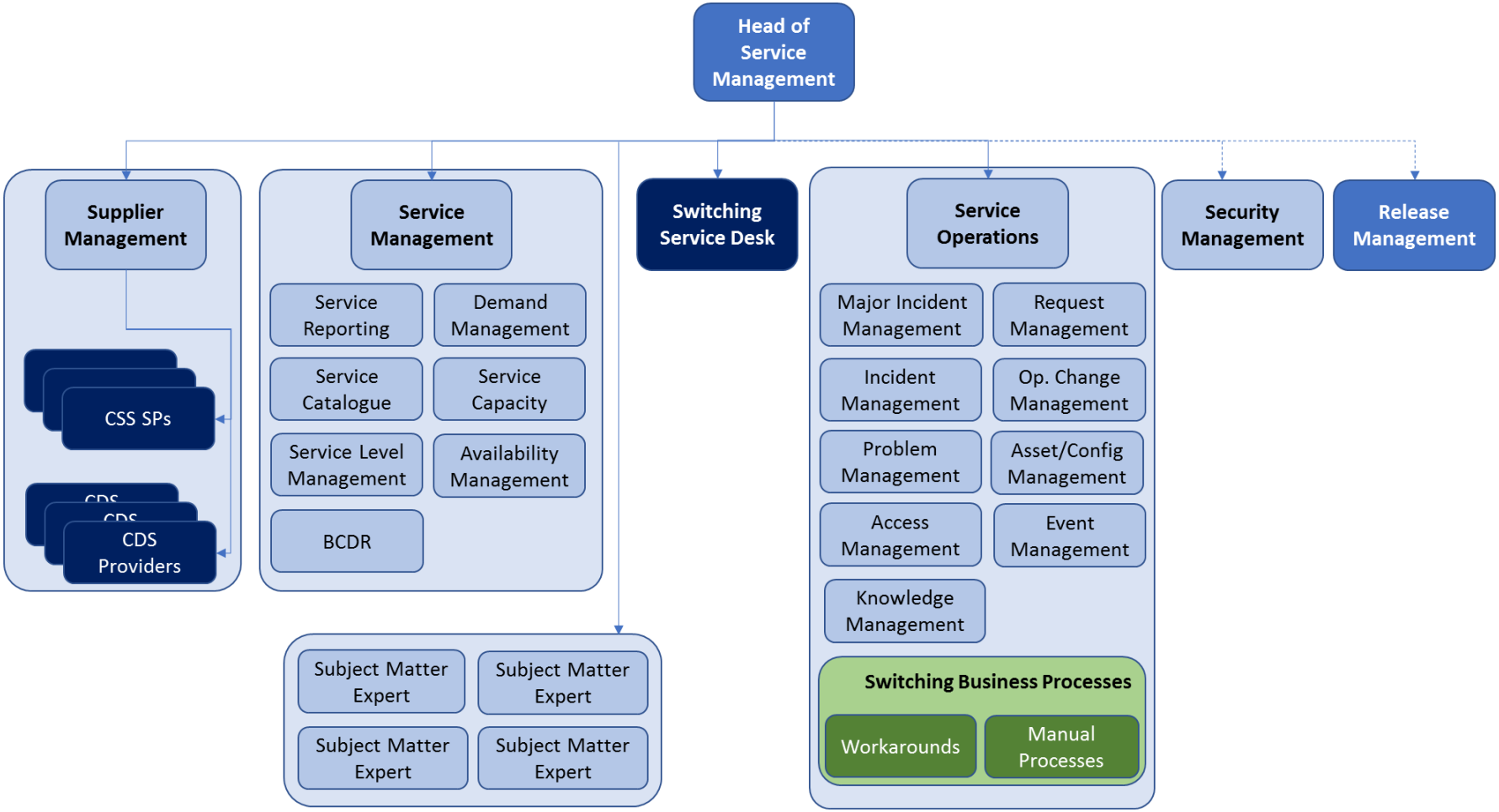
Item	Requirement
Standard Operational Hours	08:00 to 17:30 Working days only.
Out of Hours Support	24/7 support for Major Incidents 24/7 support for overnight processes 8:00 – 22:00 for Incident Escalations.

7.3.2 Skills

Item	Requirement
Core Skills	• ITIL knowledge • Switching knowledge • Effective communication skills • Technical knowledge of the CSS infrastructure to support the CSS Service Provider(s) in all aspects of processes

7.4 Switching Operator SM Model

The organisational SM model is expected to be similar to the diagram below.



The exact structure may vary from this model, but the roles shown must be assigned to operational staff.

Figure 4 - Switching Operator Model

7.5 Roles and Responsibilities

To perform its SM functions effectively and deliver reliable Switching to Market Participants, the Switching Operator model will need to comprise of the following roles as shown in **Figure 4** above.

It is not intended that there is a one to one relationship between role and FTE, but it is important that each of the roles are considered and covered.

Role	Responsibilities
Head of Service Management	• overall responsibility for delivery of the Switching Operator services
Service Management Lead	• overall responsibility for delivery of the SM and Reporting activities for Switching, including service reporting, availability and continuity of service, capacity and demand.
Service Operations Lead	• overall responsibility for delivery of the Services Operations activities for Switching, primarily: Incident, Request, Problem, Change and Knowledge
Service Operations	
Overall Incident Manager	• overall responsibility for supporting the Switching SD in the resolution of Incidents by all organisations involved in Switching • liaison with Incident managers of CSS SPs and existing CDS providers • ensuring that Incident SLAs are achieved • ensuring that normal service operation is restored as quickly as possible and the impact to Market Participants is minimised
Major Incident Manager	• act as the 1st point of call in the event of a Major Incident • managing the major Incident through to resolution • assembling a team of experts across the relevant groups to investigate and resolve the Major Incident • providing continual updates to the impacted parties, service providers and other stakeholders • ensuring the Major Incident is fully documented • ensuring the root cause analysis is performed and improvement plan is delivered to remove likelihood of repeated occurrence • ensuring all members of the resolving group work together towards achieving the assigned SLAs • producing Major Incident reports
Request Manager	• overall responsibility for supporting the Switching SD for the fulfilment of requests by all organisations involved in Switching

Role	Responsibilities
	• liaison with request managers of CSS SPs and CDS providers • ensuring that request SLAs are achieved
Problem Manager	• coordinating the investigation into the root cause of incidents, that have occurred • identifying workarounds and following up for permanent resolution with the CSS Service Providers • proactively preventing Incidents from occurring and minimising the impact of Incidents that cannot be prevented
Change Manager	• receiving, collating and maintaining a log of Request for Change (RFCs) via the Switching Service Management System • chairing and facilitating Change Advisory Board (CAB) meetings • convening Emergency CAB (ECAB) to progress urgent RFCs • maintaining and monitor Change schedules for all CSS Service Providers and CDS Providers • liaising with the relevant Service Providers to coordinate changes, testing and implementation according to the Change schedules • reviewing all implemented changes to ensure they have met their objectives • producing accurate management reporting
Config Management	• managing the configuration of all configurable items within CSS, including, hardware, software and processes • receiving configuration information and audit logs from CSS providers • Asset Management is not required for Switching
Access Management	• managing the process by which MPs and other users gain access to CSS SMS, CSS Portal and other systems to support CSS • determining the access and privileges that are required by internal and external users • approving access requests
Event Management	• managing an event matrix that defines possible events, along with the resolutions and event mitigations that are required • updating the event matrix as new events occur to ensure they can be managed effectively in future

Role	Responsibilities
Knowledge Manager	• managing the Switching knowledge base • working with CSS providers to keep the available knowledge accurate and up to date. • developing new knowledge articles to address frequent issues and knowledge gaps • producing FAQ documents
Business Processes	• undertaking manual processes to cover any areas that are not automated in the Switching functionality • carrying out workarounds implemented as part of Incident resolution • owning data stewardship activities
Service Management	
Service Level Manager	• setting, reviewing and amending SLAs and OLAs for each service
Service Management Reporting Manager	• managing the production and publication of regulatory SM reports for stakeholders • liaising with the Regulation team for any REC Panel issues and reports • managing the production internal SM reporting set that is required to ensure that SLAs are met and REC performance measures are achieved
Demand Manager	• understanding the anticipated demand on CSS • managing demand if systems are oversubscribed • monitoring demand predictions with actual usage • communicating demand across CSS and its providers
Capacity Manager	• managing the Capacity across CSS and identify any bottlenecks and pinch points • raising and managing requests to CSS providers to increase Capacity as necessary to support switching demands
Availability Manager	• identifying Availability of E2E Switching components • receiving Availability updates from CSS providers • making available the E2E Availability position to MPs • producing and make available the forward schedule of change • monitoring availability/unavailability against REC and resolving with providers
Supplier Management	
Service Manager(s)	• Ensuring compliance with contract and REC

Role	Responsibilities
• **Switching Service Desk** • **CSS Service Providers** • **CDS Providers**	• Reviewing performance against KPIs and Performance Measures • Holding regular review meetings with each service provider • Managing Continual Service Improvement
Other Roles	
Security Management	• Managing and resolving Incidents that are security-related to ensure the security of CSS. *Note: This is expected to be undertaken by the Switching Operator's Security team*
Subject Matter Expert (SME)	• Providing Switching design, process and service management expertise to all Switching Operator staff • Liaising with CSS SPs for process changes and improvements • Liaising with CSS SMS and Portal suppliers for system support • User Onboarding
Release Management	• Planning, managing and implementing new releases to the Switching Arrangements *Note: This is expected to be managed by the Switching Operator's Change Implementation Manager*

It is expected that the CSS SPs and existing CDS Providers will also have similar roles as above within their organisations, to support the Switching Arrangements in conjunction with the Switching Operator with an aim to support the Switching service effectively, supporting more reliable and faster switching for Market Participants.

7.5.1 Escalations

The SO will need to create and maintain a list of escalation routes both with the Switching Operator and Service Desk teams, but also within each service provider organisation. This must include the contact details and available hours for each named person.

Different escalation routes may be required for different functions e.g. Incident and Major Incident.

7.5.2 Reporting

The mechanism for producing and distributing the Switching reports shall be defined and develop to meet the agreed reports, once these have been defined in the REC.

7.5.3 REC Panel

It is expected that liaison with the REC Panel will be via the Regulatory Affairs team, but the Switching Operations team should include this in the responsibilities of the Service Management Reporting Manager.

8 Wider Switching Operator Organisation Support

With the introduction of any new programmes or services, ensuring that all the appropriate support functions, not just SM, is essential to smooth live operation.

Everyone is usually clear, for example, that Incidents, Requests and Change must be managed, and that SLAs must be met. However, the involvement of other teams within the organisation is also essential to success; this can easily be overlooked.

The Switching Operator must ensure that the rest of its organisation is also ready for the Central Switching Service. These wider functions include:

Function	Activities
Release Management	• determining the content of new releases, • impact assessment and cost agreement with suppliers • release scheduling • delivery
Programme Management	• design • build • testing of new features or releases
User / Stake Holder Engagement	• understanding stakeholder issues • engaging users during development of new releases • supporting users during live operation • assessing customer satisfaction
Regulation	• understanding and evaluating changes to regulations • ensuring compliance with obligations and licence
Operational Readiness	• for the acceptance and transition of releases to live operation • handover of new releases to the Operations team
Risk Management	• identifying, managing and mitigating risks both during development, or during operation
Financial Management	• controlling costs during development, • controlling costs of live operations, • justifying costs (as part of Price Control), • issuing Purchase Orders, • ensuring suppliers are paid and for the correct amounts • recovering costs by billing stakeholders • collecting payments
Commercial	• agreeing terms with suppliers and agree contracts • managing the supplier contracts and change as required
Security	• ensuring the appropriate security measures are in place • managing security-related Incidents • auditing and reviewing security ISO compliance • threat detection • managing audits
Legal	• ensuring that everything is fully legal at all times • ensuring data protection (GDPR) compliance
Service Integration	• ensuring that the E2E Switching Arrangements work as required.

	This will be undertaken by the separately procured Systems Integrator.

These areas and the requirements for them are not part of this product, but are the Switching Operator's responsibility to ensure that they are fully engaged and ready for CSS Go Live and its support.

8.1 Switching Implementation

Ofgem has decided that Switching 'Go Live' will be a 'big bang' approach, with all Switching requests being processed by CSS from the agreed go live date.

The SO shall be responsible for managing the successful go-live of the CSS including the coordination across service providers

The SO shall deliver a full operating capability from the point of CSS go-live, with all processes and trained staff in place.

8.2 Early Life Support

In addition to staffing up for a big bang go live, there will be a need for early life support to be in place to support the new Switching Arrangements. The Switching Operator, the CSS CSPs and CDS providers will need to plan what additional support CSS will require in its early days and weeks of operation.

The Switching Operator will be required to plan and put this in place.

During Early Life Support:

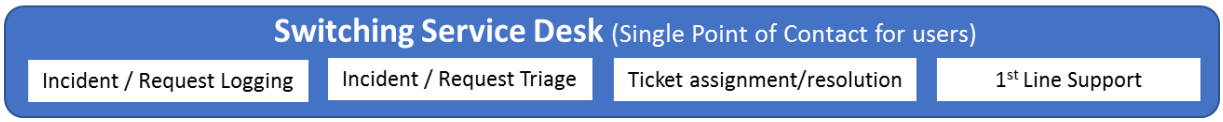
- the SO shall provide increased levels of support and management oversight to the CSS which allow the prompt identification and resolution of issues which could impact the success of the CSS.
- the range of reports and analysis must be enhanced to provide a wider range of more in-depth business intelligence.

9 SWITCHING SERVICE DESK

The Switching Service Desk will be a Business to Business service desk and will be a single point of contact for all market participants for the new Switching Arrangements.

It will be managed and monitored by the Switching Operator.

This may be an existing service desk that the Switching Operator uses, if it can meet the requirements. If it cannot, then a new Switching SD will be procured.



9.1 Core Service Desk Functionality

A key objective of the Switching Programme is to facilitate faster switching. This will require a fast turnaround of Incidents and as such an intelligent Switching SD is required, focussed on achieving tight SLAs.

In summary the Switching SD will:

- log all Incidents, service requests and queries (tickets) on the CSS SMS and assign to the correct resolver teams;
- work with all CSS SPs and existing CDSs to manage the information on the CSS SMS
- work with the service desks of each CSS SP and existing CDS provider to manage and resolve all Incidents and service requests within the required SLAs;
- escalate tickets where required through the Switching Operator and service provider organisations;
- identify underlying problems and work with the SO to find and implement resolutions;
- receive information from all CSS SPs and existing CDSs relating to the availability of Switching systems;
- provide co-ordinated information on the E2E Switching Service to all stakeholders;
- be available during each calendar day to support Market Participants; and
- provide daily support to MPs from 8:00 – 22:00, plus a 24x7 service to support the systems and services of the new Switching Arrangements.

Where an existing CDS Provider does not directly use the Switching SMS, the Switching Service Desk will receive and load ticket updates on its behalf SP.

9.2 Service Desk Hours

The Switching SD is required to be available 24 hours a day, seven days a week (i.e. 24/7).

Support of Market Participants will mostly be required during working days and early evenings. However, the SD will also be required to overnight to manage the resolution of any issues with overnight processes.

The table below shows the requirements for the Service Desk and the skills required.

Hours	Service Desk Support	Roles
08:00 – 22:00 **7 days a week**	The Service Desk shall provide the full range of in-scope services	SD Management Incident Manager

		Team Leader(s) Senior SD Analysts SD Analysts SMEs
22:00 – 8:00 **7 days a week**	24 hours * 7 days (365/366) days annually): The Service Desk shall provide the following sub-set of in scope services: • Major Incident logging, support and escalation • Overnight processing and interfaces support and resolution	Team Leader Senior SD Analysts Overnight process SME SD Analysts SD Escalation cover

The service desk for Switching is not a 'log and flog' desk; instead it is an intelligent desk that will be able to resolve many of the Incidents and requests it receives.

The Switching SD shall actively manage and seek to maximise the volume of Incidents and requests that are resolved at first point of contact. As part of a 'shift left' approach, the SD shall implement a continual improvement process to 'shift' the resolution of requests from CSS / CDS Service Providers to the Service Desk team wherever practical.

All SD analysts should have:

- effective communications skills,
- some technical understanding of the CSS infrastructure to help with effectively allocating Service Desk calls to the appropriate resolver groups,
- detailed knowledge of the Switching processes and working instructions including the Incident types and request templates,
- a good awareness of the knowledge articles available.

The Switching SD shall produce and submit a resource plan, with proposed job descriptions to propose how it proposes to train staff and how skills are maintained and improved throughout the life of the service.

9.3 Roles and Responsibilities

For the Switching Service Desk to effectively perform its responsibilities effectively, and run a highly responsive service, the following roles will be required. The number of staff in each role is not known at this stage, however the actual roles required are known.

Role	Responsibilities
Service Desk Analyst	• logging Incidents and service requests in the CSS Service Management System • providing triage and first line support • allocating tickets to the relevant resolver group • categorising Incidents and service requests • escalating Incidents/service requests unresolved within the delegated timescales

Role	Responsibilities
	• communicating progress to Market Participants / CSS SPs / CDS providers • ensuring the CSS SMS is updated promptly • closing all resolved Incidents / service requests
Service Desk Senior Analyst	All the above, plus: • supporting and supervising junior and new Service Desk Analysts • working closely with CSS SPs and CDS Providers to better understand issues • investigating underlying problems • contributing towards knowledge management articles • providing assurance that SD Analysts are operating correctly
Subject Matter Experts	• providing Subject Matter Expertise (SME) on Incidents, requests and general queries to all service desk staff • working closely with CSS SPs and CDS Providers to better understand processes and issues • producing knowledge management articles • providing training and support to new Service Desk Analysts
Service Desk Team Leader	• ensuring adequate resources are available to support the Switching SD according to operational requirements • providing SME support to the SD staff • acting as an escalation point to the Service Desk Analysts • working closely with the Change Management function • report production • line management of their teams
Incident Manager	• responsible for managing the lifecycle of all Incidents raised. • ensuring that normal service operation is restored as quickly as possible and the impact to Market Participants is minimised
Problem Manager	• coordinating the investigation into the root cause of Incidents • identifying workarounds and following up for permanent resolution • proactively preventing Incidents from occurring and minimising the impact of Incidents that cannot be prevented
Training Manager	• responsible for managing the recruitment and detailed training of all new SD staff and to ensure that they meet the expected standards. • development of training materials for SD analysts
Service Desk Manager	• has accountability for the Service Desk performance and meeting of SLAs • producing Service Reports to the Switching Operator and attending review meetings with the Switching Operator • managing the overall service desk activities and team • ensuing robust processes are in place to support the effective operation of the Switching Service Desk • acting as a point of escalation for Service Desk Team Leader(s) • has overall responsibility of the Switching Service Desk. • reporting to the Service Manager and notify of any issues that may impact the Switching service

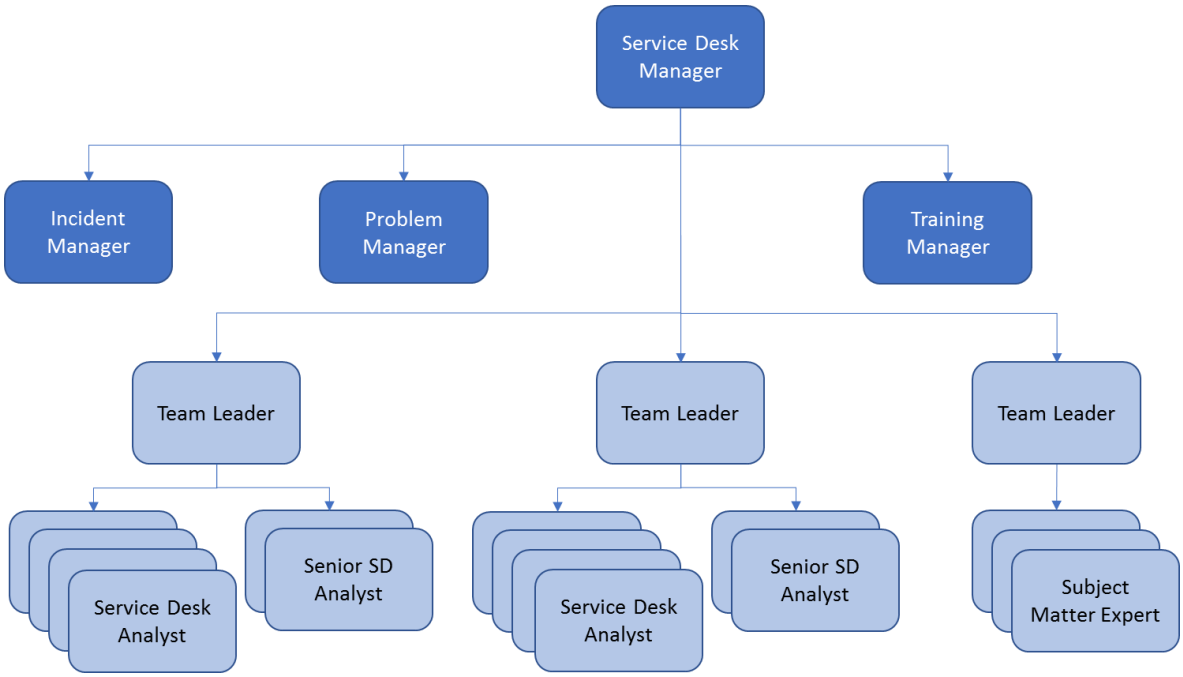


Figure 5 – Possible Switching SD Team

9.4 The Switching Support Model

Switching will operate a 3 Tier Support Model, in order to best serve Market Participants.

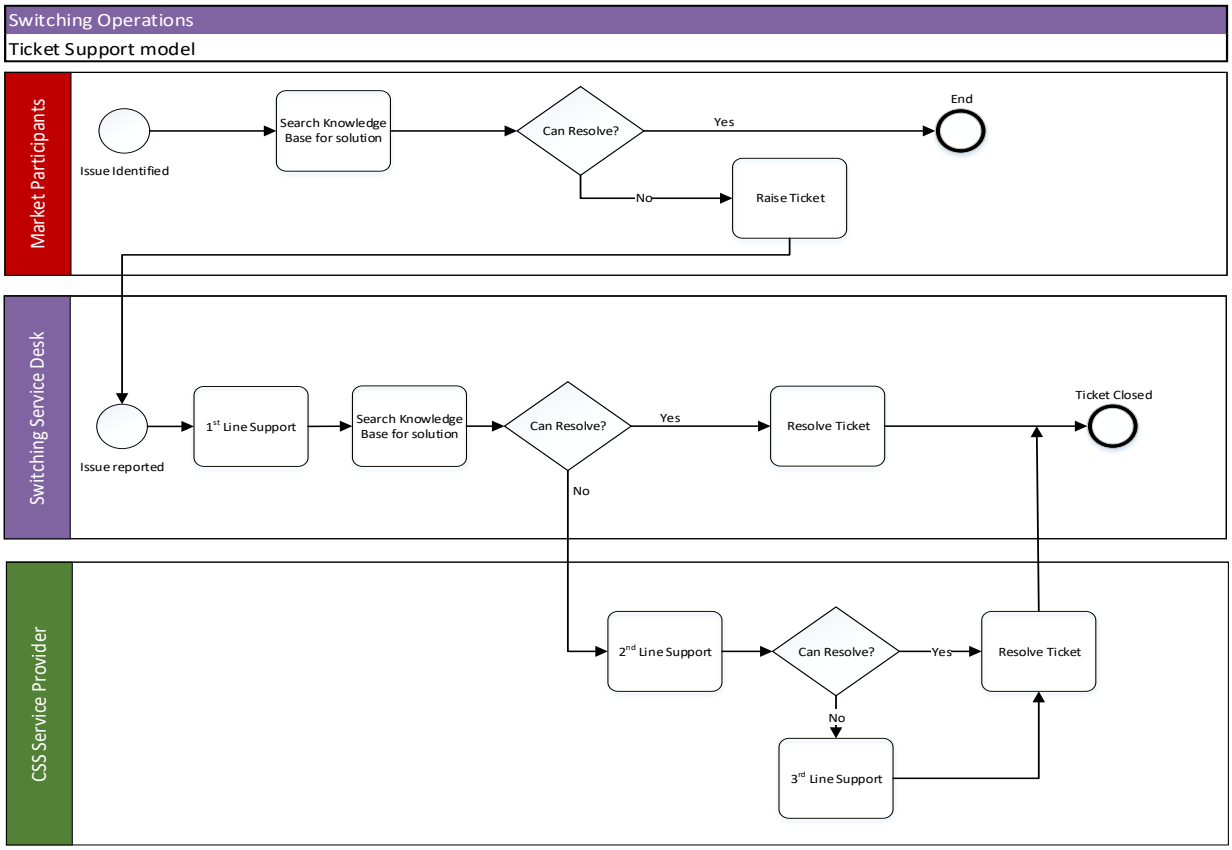


Figure 6 - Switching Support Model in Practice

9.4.1 Self Help (or Tier 0 support)

CSS will create and publish knowledge articles via the Self-Service Portal. Market Participants will be encouraged to use this knowledge base to resolve their own issues, before contacting the Switching Service Desk or raising a ticket.

9.4.2 First Line Support – Switching SD

Switching aims to resolve Incidents as part of a 'log, triage and first line resolution' process carried out by the Switching SD.

To enable the Switching SD to provide 1st line support, CSS SPs and CDS Providers will provide knowledge, tools and access to data (if appropriate). SD will then be able to:

- triage all tickets using automated/scripted diagnostic information and tools that enables the resolution of a high proportion of Incidents without recourse to the 2nd line SP support teams;
- provide 1st line support using knowledge provided by each SP.

9.4.3 Second and Third Line Support – Service Providers

This will be provided by the CSS SPs and existing CDS Providers, who will provide detailed knowledge of their systems and services to enable resolution of all issues identified.

The Switching SD will monitor and escalate Incidents for resolution (using the escalations matrix provided by the Switching Operator) to ensure that the required timescales and SLAs are met.

The MPs would be kept informed of the status of an Incident at each stage of its life.

10 Service Management Reporting

The reporting services from CSS will be aligned with Licence obligations of the Switching Operator and REC. They will deliver both the regulatory and operational reports required to manage the E2E Switching Arrangements Service Management and CSS effectively.

The scope of the SM reporting required includes;

- Reporting on the performance of the E2E Switching Service and CSS along with its Service Providers against their explicit contractual measures
  - REC Code Performance Measures
  - Service Provider contractual Performance Measures
- Reporting on the operational performance of the Switching Operator against its licence obligations.

Existing CDSs and CSS SPs are required to make data available electronically to the Switching Operator to enable a suite of internal and external Service Management reports to be produced.

10.1 Data for Reporting

The information on CSS SMS will be key to enable the external regulatory reports to be produced. It is also fundamental to the production of the internal SM reports that are required to monitor CSS and ensure that it is operating effectively and with SLAs.

10.2 Reporting Publication

Regulatory reports must be published to a secure location (potentially SharePoint) where they can be accessed directly or via the CSS Portal.

10.3 Proposed Reports

The proposed reports are detailed below.

10.3.1 External

This will be confirmed when the Retail Energy Code (REC) is finalised.

Recipient	Report Name	Frequency	Key Contents of Report
Ofgem, BEIS, REC Panel	Monthly Raised Problems Summary Report	Monthly	• Problems raised • Details • Status
Ofgem, BEIS, REC Panel	Switching KPIs	Weekly	• Status of Incidents, • Switching Components Availability, • Portal Availability, • Switching requests processed, • Address issues identified • Users on boarded,
Ofgem, BEIS, REC Panel	Weekly Incident Reports	Weekly	• Raised/Closed Incidents, • Incident ID/Category, • Summary of Incident, • Status/ Status Reason, • Resolution details

Recipient	Report Name	Frequency	Key Contents of Report
Ofgem	Security Incident Report	6 Monthly	• Number of Major vs Non-Major Incidents • Incident Details
Ofgem, BEIS, REC Panel	Switching Major Incident Review Report	Weekly	• Description of Major Incident • Incident details • Resolution details • Root Cause • REC Mods Required
Ofgem BEIS, REC Panel	Switching Major Incident Summary Report	Weekly	• Description of Major Incident • Incident details • Resolution details • Root Cause • SLAs Met?
Ofgem, BEIS, REC Panel	Switching Performance Measurement Report	Monthly	• Details of Service Levels as per REC • Performance Measures • Service Levels required/met • Exceptions permitted
REC Panel	Registration Data Incident Report	Monthly	• Registration Data Incidents • Incidents details
REC Panel	REC Panel Quarterly Report	Quarterly	• Significant and/or Impacting Open Problem Records, • Problem details

10.3.2 Internal

The following list shows the typical reports that would be expected to be available so that the Switching Operator can effectively manage CSS SM.

The CSS SMS will be expected to have most of this data within it, but there may be additional data required from service providers.

Service Management Area	Report Name	Frequency
Security Management	• Anomaly Detection Thresholds Set • Access Management Report	Weekly Real Time
Change Management	• Number of Changes - All, Successful, Failed • Number of emergency/expedited/latent Changes • Notification of Planned Maintenance • Delivery of Risk & Impact Assessments • Open Changes by Status and Status Reason • Live Change Management Internal Dashboard	Real Time
Capacity Management	• Capacity Management Internal Dashboard • Demand Management Internal Dashboard	Monthly Up to 1 hour

Incident Management	• SP Incident Compliance Metrics • Incidents by User Organisation • Average time to assign, by priority, by SP • MP Incident Resolution Metrics • Incident Breach Reason Profiles • Incident Trend Report • Incidents Raised - Recent Hour • Weekly Incident Management Pack • Live Incident Management Internal Dashboard • Incident Management First Time Fix Report	Real Time Real Time Real Time Real Time Real Time Real Time Real Time Weekly Real Time Real Time
Performance Management	• Switching Network Performance Report (user) • Monthly Performance Measurement Report • Monthly Performance Measurement Data • Performance Measurement Internal Dashboard • Service Failures for Provider Internal Dashboard • Monthly Switching SD Performance Pack • Provider Monthly Incident Performance Report	Monthly Monthly & Annual Monthly Monthly Monthly Monthly Monthly
Problem Management	• Volumetric report on All Open Problems • Number of Problems resulting in a CR	Monthly Monthly
Knowledge Management	• Knowledge Performance Internal Dashboard • Knowledge Management Performance Monitoring	Real Time Monthly
Release Management	• Number of successful/failed releases	Real Time
Service Desk	• Service Desk Performance Dashboard • Switching Incidents Raised Assigned to SD • Switching Incidents - First Time Fixed (%) • Open Incidents by Severity DCC Service Desk • Open Incidents Approaching Thresholds	Monthly Real Time Real Time Real Time Real Time
Service Management	• Switching Service Management Dashboard • User Major Incident Report • User Monthly Open Incident Report • Number of Service Requests Raised / Completed • Open Work Orders by Severity by SP	Real Time, Week Major Incident Monthly Weekly Real Time

11 Key SM Processes for Switching Operator and its SD

The Switching Operations function will be responsible for ensuring the daily function of the Switching service is performed efficiently by the CSS SPs and CDS Providers. It will also be responsible for providing, monitoring and undertaking processes, activities and functions that deliver an effective Switching service.

To successfully deliver an efficient Operations function, the Switching Operator is required to work collaboratively with its service providers while taking a proactive approach to prevent issues to the CSS and maintain a quality service for MPs.

This section describes the key Service Management processes and explains how the Switching Operator will manage these.

11.1 Incident Management

11.1.1 Process Summary

Incident Management (IM) is the process for managing the lifecycle of all Incidents (or things that have gone wrong). The primary objective of Incident Management is to return a working service to Market Participants as quickly as possible, through the introduction of a workaround or a permanent solution to the underlying problem.

IM is underpinned by the CSS Service Management System (CSS SMS) to action, route and provide guidance and resolution for all incoming incidents.

The Switching Operator will establish and manage the overall Incident Management process for the management and resolution of Switching Incidents and queries. This will be co-ordinated with the IM processes of CDSs and CSS SPs.

The process ensures that all Incidents are resolved by the first line Switching Service Desk (if possible) or the second/third line SP support teams as appropriate.

Progress of Incidents through to resolution and closure will be monitored and reported on, to provide feedback on progress to market participants.

The process also includes Incident escalation, management of Major Incidents and an interface to Problem Management.

The Switching SD will work with the providers of CDS and CSS SPs to manage and resolve Incidents. All SPs and existing CDS providers will need to maintain 2nd line Service Desk capabilities and relevant resolver groups as needed to maintain the Switching Services.

The Switching Operator will create and maintain an Escalations Matrix that covers the escalation stages and contacts within the Switching Operator and all service providers.

11.1.2 Roles & Responsibilities

The following shows the actors and the roles and responsibilities for Switching IM.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Incident Management process and assuring the process meets the Switching service needs.

Process Role	Responsible Party	Key process responsibilities
Process Manager	Switching Service Desk	The Switching SD is responsible for managing all aspects of the Incident process and lifecycle reporting of incident management metrics to the Switching Operator.
Process Participants	Switching Service Desk	The Switching SD is responsible for providing 1st line support who duties will include but not be limited to: logging, triage, escalation and resolution of Incidents that are reported by the MPs, existing CDSs or CSS SPs. The Switching SD will monitor Incidents throughout its lifecycle from its creation to closure.

11.2 Major Incident Management

11.2.1 Process Summary

Major Incident Management is an extension of the IM process and manages the highest impact incidents that result in significant disruption to the business. The process defines a set of resources to be called upon to resolve Major Incidents and it also interfaces with the Problem Management process.

The Switching Operator will appoint a Switching Major Incident Manager (MIM) who will manage all incidents categorised as Major Incidents (MI) and allocated to the Switching SD to resolve. For Major Incidents that are allocated to CSS SPs to resolve, The Switching MIM will appoint a nominated individual to track the MI and update MPs on progress.

Each CDS and CSS SP must provide an MI communications contact list of appropriately experienced and qualified specialists that are available to be contacted and deployed to Major Incident teams. Real-time performance information may be required from the Service Providers during a Major Incident.

The Switching Operator will report MIs to the REC Panel and will conduct Major Incident reviews to identify opportunities to manage future MIs more effectively.

11.2.2 Roles & Responsibilities

The following shows the actors and the roles and responsibilities for Major Incident Management.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Major Incident Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator will appoint a Major Incident Manager (MIM) who will manage each Major Incident raised, ensuring that service is resumed as soon as possible. The MIM will work with the existing CDS

Process Role	Responsible Party	Key process responsibilities
		Providers and CSS SPs to coordinate activities to facilitate the resolution of issues.
Process Participants	Switching Service Desk	The CSS SD is responsible for the creation, triage, and escalation of Incidents that are categorised as a Major Incident or identified as having a high impact and urgency on Switching services. Incidents flagged as a Major Incident shall be escalated directly and immediately to the MIM. The Switching SD will monitor and manage the Major Incident from its detection through to its closure.

11.2.3 Major Incident Response Targets

On the SMS, any Incident can be flagged as a major Incident because of its impact on the Switching Service.

The following SLA targets have been allocated to each severity level.

Sev	Description	Target Response Time	Target Resolution Time
1	A Category 1 Incident (Major Incident) which prevents a large group of Market Participants from using Live Services.	10 mins	4 hours
2	An Incident which has a non-critical adverse impact on the activities of participants, but the Live Service is still working at a reduced capacity.	20 mins	24 hours
3	An Incident which has an adverse impact on the activities of a participant but which can be reduced to a moderate adverse impact due to the availability of a workaround.	45 mins	72 hours

11.3 Problem Management

11.3.1 Process Summary

When an Incident is raised, the primary aim is to restore the service as soon as possible.

On many occasions this will result in a workaround being implemented. Where this occurs, a Problem record will also be raised which will be used to monitor the identification, and implementation of a permanent solution.

A Problem record would also be raised if the same Incident occurred frequently.

Problem Management identifies and eliminates the underlying causes of an Incident or number of Incidents. It uses a methodology to work with SPs to perform root cause analysis to prevent the recurrence of Incidents and proactively prevents Problems by monitoring any potential service degradation.

The Switching Operator will manage a Problem Management process in cooperation with the Service Providers and Service Users, aligned to the Incident and Major Incident Management processes.

11.3.2 Roles & Responsibilities

The following shows the actors and the roles and responsibilities for Switching Problem Management.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Problem Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator will appoint a Problem Manager who will manage each Problem raised, ensuring that the underlying cause is identified and the appropriate action taken to find a suitable resolution. The Problem Manager will work with the existing CDS Providers and CSS SPs to identify reoccurring Incidents or Incidents that are classed as a Problem. The Knowledge Database shall be populated with all known errors along with their solutions or workarounds.
Process Participants	Switching Service Desk	The Switching SD is responsible for the creation of Problems and the association to related Incidents that are identified or reported by MPs, CDS. The Switching SD will ensure that any identified Problems shall be escalated directly to the Problem Manager.

11.4 Event Management

11.4.1 Process Summary

Event Management provides the means for the early detection of Incidents via events, alerts or notifications

. In many cases, it is possible for the Incident to be detected and assigned to the appropriate resolver group for action before any actual service outage occurs.

When an event, alert or notification, is triggered, the primary aim of the CDS providers and CSS SP, is to identify the impact and correctly categorise the event in order to allow the appropriate person or team to respond promptly, thus ensuring the availability and performance of the service is maintained.

The Switching Operator will manage events, alerts and notifications in cooperation with the service providers to ensure alignment to the Incident, Major Incident and Change Management processes.

11.4.2 Roles & Responsibilities

The following table shows the actors and their roles and responsibilities for Switching Event Management.

Process Role	Responsible Party	Key process responsibilities
Process Customer	Switching Service Desk	The Switching SD shall be able to view holistically the status and availability of services via a dashboard. The Switching SD are responsible for monitoring the dashboard and identifying outages or degradation of services.
	Switching Operator	The Switching Operator shall be able to receive Events, Alerts or notifications that are required to provide an efficient and reliable service.

11.5 Service Request Management

11.5.1 Process Summary

Service Request Management or Request Fulfilment is the process for dealing with user requests for information, advice or for a standard change that is low risk, relatively common and follows a standard procedure. An example of a standard request is a password reset or the setup of a new account to access a system. Service Requests will be received via the Switching SD, using a process similar but separate to that of Incident Management.

The Switching Operator will establish and manage the overall Service Request Management process for the management and fulfilment of Switching Requests. This will be co-ordinated with the service fulfilment processes of existing providers of CDSs and CSS SPs.

The process ensures that all Service Requests are fulfilled by the first line Switching SD (if possible) or the second/third line SP support teams as appropriate. Progress of Service Requests through to resolution and closure will be monitored and reported on, to provide feedback on progress to market participants.

The Switching SD will work with the existing providers of CDSs and CSS SPs to manage and fulfil Service Requests. All CSS SPs and existing CDS Providers where applicable shall provide access or required capabilities to systems in order for the Switching SD to fulfil Service Requests raised via the CSS SMS.

11.5.2 Roles & Responsibilities

The following shows the actors and their roles and responsibilities for Service Request Management.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Request Management process and assuring the process meets the Switching service needs.

Process Role	Responsible Party	Key process responsibilities
Process Manager	Switching Service Desk	The Switching SD is responsible for managing all aspects of the Request Management process and lifecycle reporting of Request Management metrics to the Switching Operator.
Process Participants	Switching Service Desk	The Switching SD is responsible for the logging, triage, escalation and fulfilment of Service Requests that are reported by the MPs, existing CDSs or CSS SPs. The Switching SD will monitor the Service Request through from its creation to fulfilment.

11.6 Access Management

11.6.1 Process Summary

Access Management is the process of granting authorised users the right to use a service, while preventing access to non-authorised users. Access to systems or services can be initiated by a Service Request through the Switching SD.

The CSS SPs and existing providers of CDSs will provide Access Management control to ensure that the access granted to their systems or data is authorised and is being properly used. The Switching Operator will ensure alignment with the Information Security and Request Management processes.

The Switching Operator will determine the access and privileges required for access to the CSS SMS and Portal.

11.6.2 Roles & Responsibilities

The following shows the actors and their roles and responsibilities for Access Management.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for the defining the Access Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator All service providers	The Switching Operator and its SPs are responsible for managing all aspects of their Access Management process and will work with the each other to ensure that access to services and data is only granted when sufficient authorisation has been received.
Process Participants	Switching Operator All service providers	The responsibility of the Switching Operator and its service providers is to ensure that the rights that have been provided are being properly used, detect any unauthorised access and restrict access where necessary.

11.7 Service Measurement and Continual Service Improvement (CSI)

11.7.1 Process Summary

Service Measurement is used to demonstrate if a process, service or system is achieving the defined objectives in an effective and efficient way. This is accomplished through the definition of Critical Success Factors (CSFs), which support the defined objectives of each process. A CSF is something that must happen in order for a process to be successful.

Each CSF should have Key Performance Indicators (KPIs) defined that are used to measure the success against the associated CSF.

The existing providers of CDSs and CSS SPs shall ensure that data required to measure against the agreed KPIs for their service(s) is captured and provided on a regular basis.

The Switching Operator will establish and manage the overall Service Measurement process to ensure that the data required to measure the performance of the Switching Service is captured and provided on a regular basis. This will be co-ordinated with the Service Measurement processes of existing providers of CDSs and CSS SPs.

The Switching Operator will also establish and manage the overall Continual Service Improvement process to ensure that the data captured to measure performance of the success or failures of Services are used to continually align and re-align services to the changing business needs. Co-ordination with the Service Measurement processes of existing providers of CDSs and CSS SPs will enable the identification and implementation of improvements to services and systems that support Switching processes.

11.7.2 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Service Measurement and Continual Service Improvement processes and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator will work with the existing CDS Providers and CSS SPs to set Critical Success Factors and Key Performance Indicators to provide the ability to measure service performance.
Process Participants	Switching Service Desk	The Switching SD is responsible for the detail and accuracy of the data they capture within the Switching Service Management System.
Process Customer	Switching Operator	The Switching Operator is responsible for the data captured from each service provider which will be used to produce an end to end view of the performance of the Switching Service. Data captured will be sent to interested parties to identify areas of improvement or failures in service.

11.8 Service Reporting

11.8.1 Process Summary

Service Reporting reports on the results achieved both operationally and strategically using information gathered from Service Measurement. It also reports on any developments related to Service Level Agreements such as hitting various targets and key performance indicators. Its purpose will be to provide Switching Service Management information to Switching Operations, service providers and other interested parties in order for informed decisions to be made.

The Switching Operator will establish and manage the overall Service Reporting process and the format and style of reports to suit the relevant audiences will be co-ordinated with the Service Reporting processes of existing providers of CDSs and CSS SPs.

Data will be extracted from CSS SMS and received from service providers relating to service management.

This will be used to produce the required regulatory and internal reports.

External reports will be made available via the Portal. Internal reports will be used by the Switching Operator and its providers to monitor CSS and ensure that SLAs are met. For details of the proposed reports, see section 10.

11.8.2 Roles & Responsibilities

The following shows the actors and the roles and responsibilities for Service Reporting.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Service Reporting process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator will work with the existing CDS Providers and CSS SPs to collate data to report on the performance of end to end switching.
Process Customer	Switching Operator	The Switching Operator is responsible for the collation and provision of Switching performance reports that are to be issued to interested parties.

11.9 Change Management

11.9.1 Process Summary

The aim of the Change Management Process is to provide a mechanism to govern and coordinate the implementation of changes that is responsive to the needs of Switching Operations, CSS providers, existing providers of CDSs and Market Participants. The Change Management goal is to identify and prioritise Changes, to manage the implementation, to minimise the impact on the Service of those Changes and to deliver agreed levels of service.

Existing providers of CDSs and CSS SPs will be responsible for notifying the Switching Operator of any changes to CSS or CDS Service(s) that are under their control and shall submit a forward schedule of change highlighting the agreed and planned changes. All

Requests for Change (RFC) that will or could have an impact on the Switching service shall be assessed by the Switching Operators Change Advisory Board (CAB) to understand the impact and to highlight any required changes that need to be made to affected SP services or systems.

The Switching Operator will be responsible for the coordination of changes that span multiple SPs and for the collation of each SPs schedule into a single end to end schedule of change. This will be used to identify potential conflicts and will feed into the Switching Service Availability plan.

Operational Change will be logged and managed in the CSS SMS enabling a consistent approach between Operational Change and Contract and Common Change Processes as well as enabling the Switching Operator to monitor and report on all Operational Changes.

All Operational Change requests will be passed to the Switching Operator Change Manager who will approve the changes and co-ordinate the implementation to minimise disruption to live Switching services.

11.9.2 Roles & Responsibilities

The following shows the actors and their roles and responsibilities for Change Management.

11.9.3 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Change Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator's Change Manager shall ensure that its Service Change Management process is aligned to the existing CDS provider and CSS SPs and will be responsible for publishing the FOC and arranging CAB and ECABs where necessary.
Process Customer	Switching Operator and service providers	All Changes shall be raised on the Service Management System and where required to, attend CAB meetings to gain approval of or provide impact assessments on changes. The Switching Operator and service providers shall recommend improvements to ensure that amendments to services, processes and systems are completed efficiently with minimal disruption.

11.10 Supplier Management

11.10.1 Service and Service Provider Reviews

As part of the review of the quality of service that the CSS SPs deliver, the Switching Operator will undertake periodical reviews to assess the performance of the service providers and the service as a whole.

The Service Review will include, but not be limited to, the following:

- Metrics: performance, costs, SLAs
- Processes: audits, compliance and value add
- Strategy: roadmaps for improving the Switching service for Market Participants
- CSS Provider Operations team effectiveness: effective resource allocation

Output from the Service Reviews will feed into the Continual Service Improvement plans

Title	Purpose	Regularity	Attendees
Each Service Provider			
Service Provider / Switching Operator Meeting **(1 per SP)**	To review the performance of each SP based on contractual obligations and agreed Performance Measures To review data quality into an out of CSS, and ensuring security and data polices / standards are being adhered to	Monthly	**CSS Service Provider(s):** Client Delivery Director (as required) Service Delivery Manager Other nominees as agreed **Switching Operations**: Service Manager Other nominees as appropriate
Switching Service			
Service Review **(All SPs)**	To review the performance of the Switching service and delivery in accordance with the Agreement. To identify key areas for improvement	Quarterly	**All CSS SPs** Client Delivery Director Other nominees as agreed **Switching Operator:** Service Manager Other nominees as appropriate
Annual Review **(All SPs)**	To review the Switching services and projects. To identify challenges, priorities and plans for Continual Service Improvement	Annually	**CSS Service Provider(s):** Client Delivery Director Other nominees as appropriate **Switching Operations:** Chief Operating Officer Operations Manager Other nominees as appropriate

11.10.2 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Supplier Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator will ensure the required CSS Service provider contracts are in place, are fit for purpose and meet the agreed service levels.
Process Customer	Switching Operator	The Switching Operator shall meet with the service providers on a regular basis to ensure that the service(s) provided and the contract(s) in place meet the needs of Switching.

11.11 Asset and Configuration Management

11.11.1 Process Summary

Asset and Configuration Management aims to maintain information about Configuration Items (CIs) required to deliver an IT service, including their interrelationships.

The existing providers of CDSs and CSS SPs shall create and maintain an Asset and Configuration Management database (CMDB), so that it is able to hold all information on CIs. This includes specifying the attributes describing CI types and their sub-components, as well as determining their interrelationships. The CDS and CSS SPs shall also perform regular checks, ensuring that the information contained in the CMDB is an exact representation of the CIs actually installed in production environments.

The Switching Operator is mainly concerned with reviewing modifications or changes to the assets and configuration items, to make sure that any changes to an asset or CI does not have an adverse effect on interrelated services or systems. The Switching Operator will be responsible for ensuring that the Asset and Configuration Management process is aligned to the Change and Release Management processes to ensure that no unauthorised changes occur.

11.11.2 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Asset and Configuration Management process and assuring the process meets the Switching service needs.
Process Customer	Switching Operator	The Switching operator is responsible for gathering and collating configuration item interrelationships which will be used to understand the impact of any submitted Changes that could affect existing CDS providers and CSS SPs services.

11.12 Knowledge Management

11.12.1 Process Summary

The Knowledge Management Process is responsible for gathering, analysing, storing and sharing knowledge information. The aim of Knowledge Management is to ensure that Market Participants, existing providers of CDSs and CSS SPs have easy to use access to the required information related to CDS and CSS services at the required point.

The Switching Operator shall ensure that there is a clearly documented process for the creation, maintenance, audit, update and removal of Knowledge Management artefacts. This shall be developed in collaboration with the existing providers of CDSs and CSS SPs, by developing and utilising Knowledge Management within the CSS SMS.

Knowledge Management will comprise of (Service Desk) knowledge based tools/scripting as well as static knowledge resources, such as documents, and knowledge drives the use of interactive tools for diagnosis and potential remediation.

The existing providers of CDSs and CSS SPs are required to identify, create and deliver regular training as reasonably requested by the Switching Operator, produce knowledge and self-help materials, including FAQs to enable the Switching Operator's SM function to establish and maintain an effective service.

The Switching Operator Knowledge Manager is responsible for collating, validating and managing the knowledge base for the CSS. They will:

- manage the Switching knowledge base
- work with CSSSPs and CDS providers to keep the available knowledge base accurate and up to date.
- develop new knowledge articles to address frequent issues and knowledge gaps
- produce FAQ documents
- make the knowledge base available to MPs.

11.12.2 Roles & Responsibilities

The following shows the actors and their roles and responsibilities for Knowledge Management.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Knowledge Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator shall review Knowledge Categories and Knowledge Articles jointly with the market participants, CDS and CSS SPs on a regular, scheduled basis, which shall also involve approving and publishing new Knowledge Categories and Knowledge Articles. Where Knowledge Articles are published for the first time or where updates to Knowledge Articles have been made, the Knowledge Manager is accountable

Process Role	Responsible Party	Key process responsibilities
		for sending out appropriate communications to the Knowledge Article users.
Process Customer	Switching SD	The Switching Service Desk will be required to use the Knowledge articles and encourage the use of self-help information to resolve Incidents and Service Requests. Feedback on the effectiveness and use of the Knowledge articles shall be provided to ensure the continuous improvement.

11.13 Service Catalogue Management

11.13.1 Process Summary

Service Catalogue Management aims to ensure that a full end to end Service Catalogue is produced and maintained, containing accurate information on all operational Switching services and those being prepared to be run operationally. This process provides vital information for all other service management processes: service details, current status and the service interdependencies.

The existing providers of CDSs and CSS SPs are responsible for providing up to date service information that will be used to populate a full end to end Service Catalogue. Customer facing services will be published using the information provided for Market Participants to select the services they require to operate their business.

The catalogue of available services will be managed by the Switching Operator based on information provided by CSS SPs and CDS Providers.

The catalogue will be stored in CSS SMS and visible through the CSS Portal.

11.13.2 Roles & Responsibilities

The following shows the actors and their roles and responsibilities for Service Catalogue Management.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Service Catalogue Management process and assuring the process meet the Switching service needs.
Process Manager	Switching Operator	The Switching Operator will collate the service catalogue information received from the existing CDS providers and CSS SPs and use it to publish the list of service available. This published list will be maintained to ensure that it is accurate and contains key information on the services provided.

11.14 Service Level Management

11.14.1 Process Summary

Service Level Management (SLM) aims to negotiate Service Level Agreements with service providers and to design services in accordance with the agreed service level targets. This process is also responsible for ensuring that all Operational Level Agreements (OLAs) and Underpinning Contracts are appropriate, and to monitor and report on service levels.

11.14.2 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Service Level Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator will negotiate Service Level Agreements with CSS Service providers and ensure that OLA and underpinning contracts are in place to meet target SLAs.
Process Customer	Switching Operator	The Switching Operator will be responsible for collating and producing performance measurement reports.

11.15 Demand, Availability and Capacity Management

In the early days of CSS, a 'light touch' service assurance capability will be taken towards these processes.

This will use data provided by the Market Participants and service providers to ensure that sufficient capacity it available.

11.15.1 Demand

Demand Management provides the ability to understand the key periods of activity through monitoring services, identifying and recording activity patterns. It optimises the use of capacity by moving workload to less utilised times, servers, or places and considering differential charging to encourage Service Users to use services at less busy times.

11.15.2 Availability Management

Availability Management aims to define, analyse, plan, measure and improve all aspects of the availability of IT services. It is responsible for ensuring that all IT infrastructure, processes, tools, roles etc are appropriate for the agreed availability targets.

11.15.3 Capacity Management

Capacity Management aims to ensure that the capacity of services and the infrastructure is able to deliver the agreed service level targets in a cost effective and timely manner.

As the CSS matures, then a more hands on approach may be required.

11.15.4 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the processes and assuring they meet the Switching service needs.

11.16 Information Security Management

Information Security Management ensures the confidentiality, integrity and availability of an organisation's information, data and IT services.

The Switching Operator shall define the architectural and security principles and the security requirements that apply to the security design of the CSS and for the interfaces that will be used to communicate with Market Participants.

The existing providers of CDSs and CSS SPs shall ensure that they adopt security principles and safeguard their systems and data using recognised Standards, Frameworks and best practices.

This will be done by the Switching Operator's Security team.

11.16.1 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Information Security Management process and assuring the process meets CSS needs.
Process Manager	Switching Operator	The Switching Operator shall ensure that security measures and procedures are in line with risk perceptions from the business side and will verify if those measures and procedures are regularly maintained and tested.
Process Customer	Switching Operator	The Switching Operator is responsible for the continual improvement of the service and the confidentiality, integrity and availability of Switching's information, data and services to Market Participants.

This will be done by the Switching Operator's Security team.

11.17 Service Continuity Management

11.17.1 Process Summary

The is the process of achieving business continuity and disaster recovery (BCDR).

Each CSS SP, CDS Provider and the Switching SD will be responsible for producing its own BCDR plan, keeping it up to date and testing it on a regular basis.

The Switching Operator is responsible for reviewing each service provider's BCDR plan and for ensuring that the end to end BCDR plan for the Switching Arrangements is produced and tested annually.

11.17.2 Roles & Responsibilities

The following shows the actors and their roles and responsibilities for Service Continuity Management.

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Service Continuity Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator shall ensure that continuity plans, process and procedures for services provided is in place to minimise the impact on Services in the event of a disaster.
Process Participants	All Service Providers	The existing CDS providers and CSS SPs shall provide a robust business continuity and disaster recovery (BCDR) plan to ensure that their service(s) is restored within the agreed SLAs in the event of a failure.
Process Customer	Switching Operator	The Switching Operator is responsible for the continual improvement of the service and shall report on any recovery events to all interested parties. It is responsible for: • Reviewing and accepting each provider's BCDR plans • Producing, maintaining and testing the SO plan • Organising end to end Switching BCDR tests • Managing BCDR events and service recovery in live operation

11.18 Evaluation Management

Change Evaluation assesses Major Changes, like the introduction of a new service or a substantial change to an existing service, before those Changes are allowed to proceed to the next phase in their lifecycle.

Existing providers of CDSs and CSS SPs will be asked to assess proposed releases or Major Changes to systems and services before and after the Change planning, build and deployment phases. The Switching Operator will be responsible for coordinating the evaluation of Changes to ensure the successful implementation of all proposed Changes and releases.

11.18.1 Roles & Responsibilities

Process Role	Responsible Party	Key process responsibilities
Process Owner	Switching Operator	The Switching Operator is responsible for defining the Evaluation Management process and assuring the process meets the Switching service needs.
Process Manager	Switching Operator	The Switching Operator shall ensure that all Major Changes or releases undergo a formal Change evaluation before being authorized. The results of a formal Change evaluation will be documented in a Change Evaluation Report that will fed into the Change and Release processes to aid with their approval and execution.
Process Customer	Switching Operator	The Switching Operator is responsible for the continual improvement of the service and shall ensure that Market Participants can use the new or changed service in accordance with the service design.

11.19 Release Management

This will be handled by the Switching Operator's Programme Release team.

12 Service Level Agreements

This section contains some guideline target response and resolution times for Incidents and service requests by category.

The detailed SLAs that will apply, will be set by the type of Incident that has occurred or the specific service that has been requested.

This will be done as part of the Design, Build and Test stage of the Switching Programme, published and built into service provider contracts.

SLA	Description	Details
Incident Management		
Sev 1	A Category 1 Incident which prevents a group of Market Participants from using Live Services.	Target Resolution Time: 4 hours
Sev 2	An Incident which has an adverse impact on the activities of participants, but the Live Service is still working at a reduced capacity.	Target Resolution Time: 24 hours
Sev 3	An Incident which has an adverse impact on the activities of a participant but which can be reduced to a moderate adverse impact due to the availability of a workaround.	Target Resolution Time: 72 hours
Sev 4	An Incident which has a minor or minimal adverse impact on the activities of an Incident participant.	Target Resolution Time: 10 days
Request Fulfilment		
Sev 1	**Critical** priority request	Target Fulfilment Time: 24 hours
Sev 2	**High** priority request	Target Fulfilment Time: 48 hours
Sev 3	**Medium** priority request	Target Fulfilment Time: 3 days
Sev 4	**Low** priority request	Target Fulfilment Time: 10 days
System Maintenance		
4	Number of planned outages the CSS Service Provider can undertake annually	Penalties for missing targets to be agreed
5	Number of working days in advance of when the CSS Service Provider shall notify the Switching Operator of planned changes	Penalties for missing targets to be agreed
Operational Change Management		
	Period when the CSS Service Provider shall undertake planned maintenance to the following CSS components:	Penalties for missing targets to be agreed

SLA	Description	Details
	- CSS Registration Service - Address Service - Switching Network - Switching Interfaces - Switching Self Service Portal	
Change Assessment		
8	Number of days by which the CSS Service Provider shall complete a preliminary impact assessment for a Standard Change	Penalties for missing targets to be agreed
1	Number of days by which the CSS Service Provider shall complete a preliminary impact assessment for an Emergency Change	Penalties for missing targets to be agreed
15	Number of days by which a full and thorough impact assessment detailing any implications of the proposed change(s) to CSS and/or its components shall be provided by the CSS Service Provider	Penalties for missing targets to be agreed

13 CSS Business Processes

The Switching Operator and Switching SD will have access to a CSS user interface to perform certain business-related functions.

The table below lists the business processes the Switching Operator will be undertaking as well as the initiator (the party from which the request to undertake the process will come from) of the processes.

The relevant business processes will be produced during the DBT stage in line with the associated business processes in ABACUS as well as the requirements in the CSS URS, plus the business processes as included in the Bespoke Requirements spreadsheet as defined in D-10.2 SM Requirements.

To maintain an audit trail of any changes made, each instance will be logged as an Incident, tracked and monitored via the Switching Service Management System. As the user interface will be accessible based on Role Based Access Control, an audit of changes made via the user interface will be captured in line with requirements.

Business Process	Descriptions
Switching User Entry and On-boarding	A set of mandatory procedures to be completed by Market Participants prior to using the Switching service. This will require support by the testing team to assure any testing required for each new entrant, and service provider support to provide test environments and test execution support.
Switching User Exit	A set of mandatory procedures to be completed by Market Participants prior to ceasing to use the Switching service
Supplier or user suspension (if required)	A set of procedures to be invoked upon identification of the following: • a Market Participant has been misusing the Switching service • Supplier licence revocation The possible circumstances and triggers which would lead to a Market Participant suspension will need to be defined and agreed before this procedure can be developed
Maintenance of Switching parameters	A set of procedures to be followed prior to updating parameters used in the Switching and registration processes. These procedures will also include how such parameters will be maintained in CSS
Maintaining Manually Entered (ME) Addresses	Manual changes to an existing address record where it has been identified as incorrect
Re-Match Request for Single Input Address	Improving the address quality where an existing address has been identified as poor quality.
All Possible Match Details for Single Input Address	Request to the Address service to improve any identified Addresses of poor quality.

Business Process	Descriptions
Resolve Address Issues by Manual Intervention	Manual resolution of Addresses which have been listed as mismatched in CSS.
Updates to Switching Domain Data (non-confidential)	Maintaining updates to incremental updates to the Switching Domain Data
Updates to Switching Domain Data (confidential)	Maintaining updates to incremental updates to the Switching Domain Data via a secured means
Trade Sales	The movement of a Market Participant's entire portfolio to another Market Participant.
Supplier of Last Resort	The movement of a Market Participant's entire portfolio to another Market Participant when the original MP fails.
Forced Registrations	The allocation of a Supplier in the extremely unusual circumstance that a Supplier has failed to complete a required Registration
Error Handling on Interfaces	Relates to failures in the process of exchanging data through CSS interfaces
Anomaly Detections (setting/updating thresholds)	Procedures/mechanisms used to identify unusual patterns of transaction/behaviour across CSS. These procedures will also allow Market Participants to set their own thresholds.
Supplier requests to override the ADTs they have set	Procedures to be followed by the Market Participant and the Switching Operator prior to changing previously set thresholds.
Management and verification of security credentials	Procedures to be followed by the Switching Operator and Market Participants to obtain, manage and verify allocated security credentials
Data Stewardship	The Switching Operator is accountable for the data stewardship of CSS data, including the resolution of address data issues, switching domain data and configuration of data including that required for a Supplier of Last Resort event.

Appendix A – Glossary of Terms

Acronym / Term	Definition
BCDR	Business Continuity and Disaster Recovery
CDS	Central Data Service (including new and existing providers)
CES	Consumer Enquiry Service
CSI	Continual Service Improvement
CSS	Central Switching Service
CSS SP	All new CSS Service Providers.
DCC	Data Communications Company
DES	Data Enquiry Service, operated by Xoserve
DSP	Data Services Provider
E2E	End-to-End
ECOES	Electricity Central Online Enquiry Service
ITIL	Information Technology Infrastructure Library
Market Participant	Means the combination of a Retail Energy Company and a Role Code and includes Energy Suppliers, Gas Transporters, DNOs and Supplier Agents.
MIM	Major Incident Management
REC	Retail Energy Code
SLA	Service Level Agreement
SM	Service Management
SMS	Service Management System
Switching Operator	The organisation or team that operates the Centralised Switching Services and will manage and co-ordinate the SM Model.
Switching User	Any organisation that is allowed to ‘use’ the CSS under REC
UK Link	Provider of systems that support the competitive gas market, operated by Xoserve.