

Switching Programme validation review, June 2015

- Equivalent to MPA “gateway zero” review
- Three MPA accredited assurance reviewers external to Ofgem
- Review of PID, project plan, risk and issue logs
- Interviews with senior stakeholders including CEO, finance director, programme sponsor, SRO and key team members
- Topics covered:
 - Vision and objectives;
 - Policy Development;
 - Delivery Planning;
 - Governance and Resources;
 - Stakeholders;
 - Benefits Realisation or what success looks like

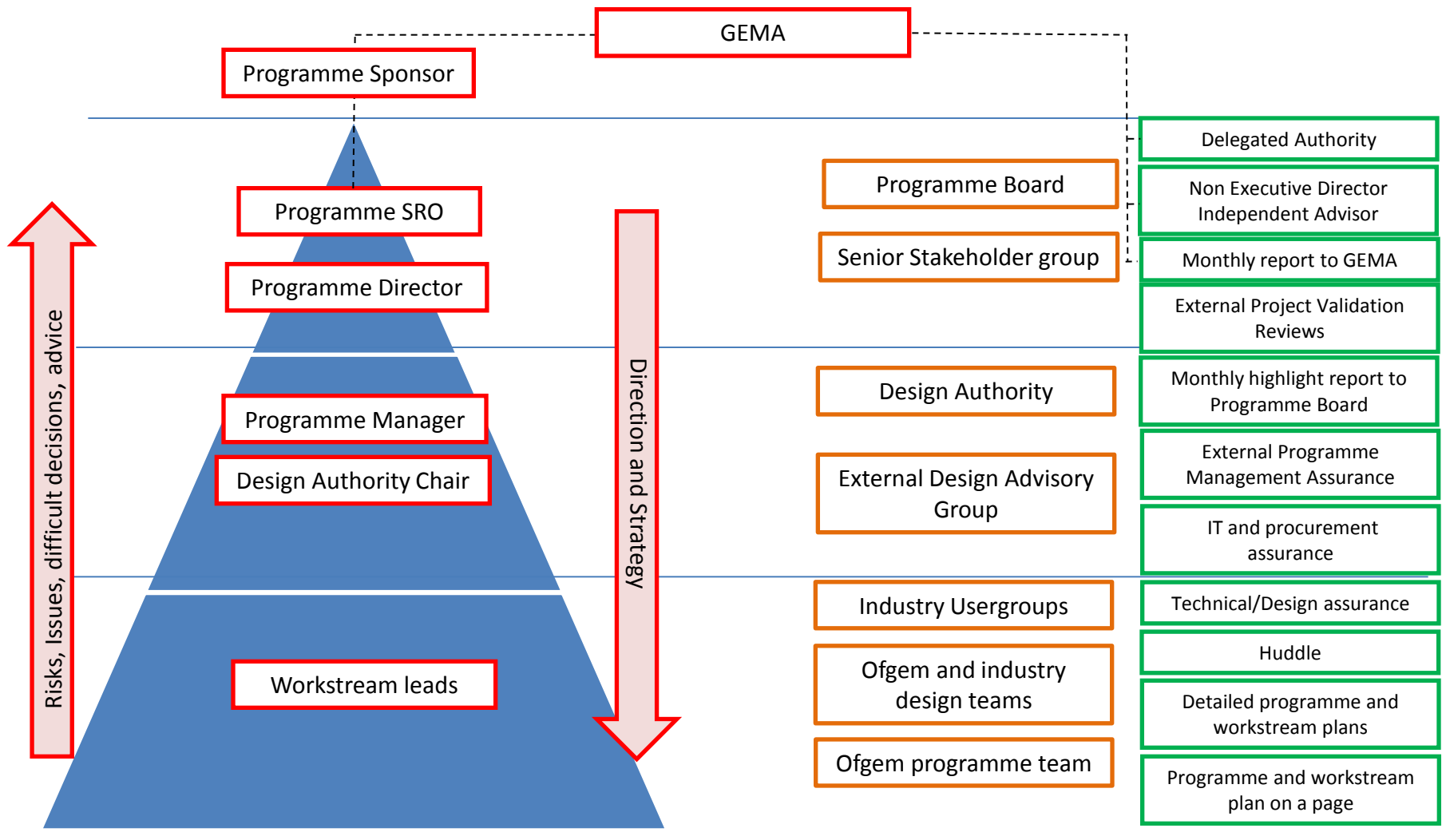
Review findings

- Broad consensus on overall vision
- Project described as a priority but not funded as such
- Policy focus tended to be on ‘happy path’
- PID and project plans had good short-term activity planning
- Accurate and well-written risk register
- No clear timetable for primary legislation to emerge
- 2019 aspiration extremely challenging
- Programme will require new skills/capabilities eg delivery, and industry expertise
- ToRs not developed to outline relationships between governance bodies
- No formal engagement plan for DECC/smart metering team
- No detailed stakeholder plan

Recommendation	Actions	Timing/ outputs
*Develop business case for switching reforms. Include customer journey	<ul style="list-style-type: none"> Commissioned specialist consultants to develop business case, based on HMT five-case model 	<ul style="list-style-type: none"> Consultants in place. First draft and gap analysis by March 2016
*Review resourcing and delivery expertise	<ul style="list-style-type: none"> Reviewed resourcing and capability and are now advertising for additional roles Included industry expertise in our workgroups Discussing with industry/DCC scope for procuring additional expertise, including “out of industry” thinking Programme assurance consultant reviewing resourcing/capability Ongoing assessment of capability at Programme Board 	<ul style="list-style-type: none"> Ongoing Complete Ongoing March 2016 Ongoing
*Develop critical path, including any primary legislation	<ul style="list-style-type: none"> Detailed planning underway to identify critical path Dual pathways for delivery of changes with and without legislation Pre-legislative scrutiny launched by DECC 	<ul style="list-style-type: none"> Complete Complete Complete
Validate critical path with SMEs/ benchmarking	<ul style="list-style-type: none"> Programme assurance plan being developed to include challenge and validation of plans and critical path Ongoing programme assurance to be procured for 2016-17 	<ul style="list-style-type: none"> February 2016 April 2016
Maturity assessment for decision-making groups	<ul style="list-style-type: none"> Programme assurance assessing our governance structures and capability 	<ul style="list-style-type: none"> March 2016

Accountability (Decision Making)

Assurance and Advisory



ROLES

MEETINGS

TOOLS