Switching Programme – Blueprint phase
Design Authority Terms of Reference

This Terms of Reference ("ToR") sets out the role, membership and mode of operation of the Switching Programme Design Authority.	Programme Sponsor	Rachel Fletcher
	Senior Responsible Owner (SRO)	Rob Salter-Church
	Programme Manager	Angelita Bradney
	Date	6 June 2016

1. Purpose and duties of the Switching Programme Design Authority

1.1. The agreed objective of the Switching Programme is

"to improve customers' experience of switching, leading to greater engagement in the retail energy market by designing and implementing a new switching process that is reliable, fast and cost-effective. In turn this will build consumer confidence and facilitate competition, delivering better outcomes for consumers."

1.2. In delivering its contribution to this objective, the Design Authority owns the design baseline for the Programme.

1.3. The Design Authority is responsible for:

- Assessing proposals from the workgroups;

- Approving components of the design and impact assessment as the Blueprint Phase of the Programme progresses; and

- Agreeing each stage of the design baseline.

2. Decision-making

2.1. Decisions and recommendations by the Design Authority will be made, in the first instance, by consensus. If consensus cannot be reached, the Chair may:

- commission further work and defer the decision to the next meeting of the Design Authority; or

- escalate the decision to the Programme Board.

- Decisions made by the Design Authority during the Blueprint Phase of the Programme are expected to be either:

    o **ACCEPT** a proposal from a work group with the effect that it will go forward for inclusion in the blueprint consultation

    o **REJECT** a proposal as it does not meet either a) the objectives of the Programme b) the Programme Design Principles, c) conflicts with Ofgem policy. The Design authority will provide reasons for the rejection and explain where further work is required on the proposal or if there dependencies elsewhere in Programme that bear upon the proposal being considered.

2.2. The Design Authority must escalate a decision to the Programme Board when the decision is deemed by the Design Authority to:

- have a significant impact on the implementation timescales for the Blueprint Phase – resulting in a delay of two months or more; and/or
- risk jeopardising the achievement of the Programme's objectives as set out in the PID; and/or
- result in a significant increase in the net costs of the Programme; and/or
- have a significant impact on other areas of work, for example by introducing controversial or novel aspects; and/or
- require additional budget or resources that are not available to the Programme.

3. Membership

3.1. The Design Authority will be chaired by Nigel Nash, Policy Integration Manager, Smart Metering.

3.2. Members are accountable for managing the interdependencies between areas of work in their directorates and the Switching programme. As appropriate, members should take responsibility for reporting specific issues of relevance back to (and/or escalating specific issues within) their own divisions and directorates.

3.3. The table below lists the members of the Design Authority with effect from February 2016.

Role	Responsibilities	Who
Chair	- Accountable for ensuring that products are delivered to a high standard - Chairs the Design Authority - Ensures that recommendations and decisions are made, and issues escalated according to the Design Authority's terms of reference.	Nigel Nash
Secretariat	Provides secretariat function to the Design Authority – organises meetings, sends out meeting papers, and records and circulates minutes.	Design and Impact Assessment team
Programme Manager	- Reports on progress and drives forward product delivery to agreed delivery dates. - Advises on impacts on Programme deliverables – particularly time, cost and quality – of issues discussed at the Design Authority.	Angelita Bradney
Design and Impact Assessment lead	- Reports on progress of the Design and Impact Assessment Team/ workgroups - Sponsors policy papers from workgroups - Manages the flow of papers into the Design Authority for consideration and approval.	Andrew Wallace
Future retail regulation (FRR) user	- Accountable for ensuring that the needs of the FRR team are incorporated into programme planning and delivery - Formally accepts/rejects the relevant programme deliverables - Shares intelligence on FRR-related strategic developments, including synergies - Reports to the Senior User (Retail) to ensure that the needs of the Retail Markets team are being met.	Adhir Ramdarshan
Smart Metering User	- Accountable for ensuring that the needs of the Smart Metering team are incorporated into programme planning and delivery - Formally accepts/ rejects the relevant programme deliverables - Shares intelligence on smart metering synergies	Robyn Daniell

	• Reports to the SRO to ensure that needs of the Smart Metering team are being met.	
Domestic consumers user	• Accountable for ensuring that the needs of the Domestic Consumers team are incorporated into programme planning and delivery • Formally accepts/rejects the relevant programme deliverables • Shares intelligence on strategic developments, including identifying synergies • Reports to Senior User (Sustainable Development)	Meghna Tewari
Industry Codes and Licencing (IC&L) User	• Accountable for ensuring that the needs of the IC&L team are incorporated into programme planning and delivery • Formally accepts/rejects the relevant programme deliverables • Shares intelligence on IC&L-related developments, occurring within Ofgem and externally • Advises on code governance, SCR process and licence modifications	Lesley Nugent
Energy Systems User	• Accountable for ensuring that the needs of the Energy Systems team are incorporated into programme planning and delivery • Formally accepts/rejects the relevant programme deliverables • Shares intelligence on Energy Systems-related developments, occurring within Ofgem and externally	James Veaney
Networks User	• Accountable for ensuring that the needs of the Netowrks team are incorporated into programme planning and delivery • Formally accepts/rejects the relevant programme deliverables • Shares intelligence on Networks-related developments, occurring within Ofgem and externally • Reports to the Senior User (Networks)	Mick Watson
Legal Support	• Responsibility for ensuring that programme developments and programme outcomes remain within the scope of Ofgem's powers and minimise the scope for legal challenge	Matthew Craddock
Senior Technical advisor	• Provides technical advice on the products	Dorothy Oti-Amankwah

3.4. Subject Matter Experts and workgroup leads will attend on an ad-hoc basis to provide technical input and present policy papers on behalf of the relevant workgroup.

3.5. Substitutes will be acceptable on an exceptional basis, and with agreement from the Chair.

4. Working methods

4.1. During the Blueprint Phase, the group will meet approximately every month or as needed. The meeting frequency will be reviewed by the Chair as appropriate and may increase towards the end of the Blueprint Phase.

4.2. The role of the Chair is to facilitate discussion across the Group, to enable challenge and to ensure decisions and recommendations are made, or issues escalated, in accordance with the group's terms of reference.

4.3. Members are responsible for driving forward their own contributions to the Programme and are expected to take action on decisions that are agreed and assigned by the Group.

4.4. The Switching Programme team will provide the Secretariat for the meetings.

4.5. The Secretariat will aim to provide agendas and papers at least 5 working days in advance of each meeting and summarise key decisions and actions within 10 working days of each meeting.

4.6. Decisions of the Design Authority will be published on the Ofgem website, with reasons for the decision, within 10 working days of the relevant meeting.

4.7. The Programme Manager and PMO will review the agenda with the SRO before each agenda is finalised.

4.8. All papers taken to Design Authority will have a recommendation drafted with supporting evidence and rationale. This group is primarily intended to be a decision-making body, rather than to generate ideas or for general discussion, but it may identify issues for the Design and Impact Assessment Team to review.

4.9. The Ofgem Design and Impact Assessment Team will support the Design Authority. It will oversee the day-to-day development of the impact assessment and lead the development of the impact assessment.

4.10. The External Design Advisory Group will provide expert advice and input on issues before they are taken to the Design Authority.

5. Review

5.1. The Terms of Reference and membership of the Programme Board may be reviewed at any time to ensure that they remain appropriate for the requirements of the Programme.