Data Communications Company

D-4.3.5 E2E Post-Implementation Plan

Ofgem Switching Programme

Delivery Workstream

Version:	**V2.0**
Date:	**12 February 2018**
Author:	**DCC Authored**
Classification:	**DCC Public**

Document Control

Revision History

Revision Date	Summary of Changes	Changes Marked	Version Number
n/a	For internal programme development. Not published.	n/a	V1.0
12/02/2018	Publication for DB3. Note: no material updates made for DB4	No	V2.0

Reviewers

Name	Title / Responsibility

Approvals

Name	Signature	Title / Responsibility	Release Date	Version Number
		TDA Chair	12/02/2018	V2.0

Table of Contents

1 Executive Summary

The changes required to implement the new E2E Switching Arrangements will be transitioned into the live environment via a number of staged releases as defined in the E2E Transition Plan. Whilst releases of some aspects of functionality will be staged, CSS 'go-live' will be a single event encompassing all parties and providers, covering all domestic and non-domestic consumer groups, all meter types, geographical areas and fuel types (gas and electricity).

Invariably for large, complex IT-enabled change programmes of this nature, especially when implemented across multiple parties and providers simultaneously, early life stability issues will be experienced. These could be caused by issues and defects in the new arrangements which have not been identified through Testing, or from issues with data migrated from legacy systems. Equally, the stability issues can be caused simply through lack of familiarity with and experience of the new arrangements. Whatever their cause, these early life stability issues can undermine the effectiveness and benefits of the new arrangements unless they are proactively identified and managed.

This E2E Post-Implementation Plan is intended to provide sufficient guidance and direction to all Industry Parties, their existing providers, DCC and its Service Providers (SPs), to plan and then execute their Post-Implementation activities to ensure that:

- the E2E Switching Arrangements achieve the required performance and stability as early as possible after go-live; and
- transition to steady state Service Management and Governance is effective and seamless

The plan aligns with and builds on the Post-Implementation Strategy developed in the Blueprint phase and sets out the minimum requirements across all parties and providers to proactively identify and manage early life stability issues. It also sets out requirements for the effective transfer of knowledge, services, facilities and assets built up during DBT to the steady state to the enduring governance arrangements.

The plan is defined at a level of detail and prescription appropriate for this stage of the programme and seeks to set down requirements and expectations on parties and providers that are not covered in the other DLS phase E2E Delivery products. This plan will be updated as the programme progresses through the Enactment and DBT phases.

2 Introduction

This E2E Post-Implementation Plan has been produced in the Detailed Level Specification (DLS) phase of the programme and builds on work undertaken during the Blueprint phase. It sets out the minimum post implementation requirements on all parties and providers, including DCC and the Central Switching Service (CSS) SPs.

2.1 Background

A general overview of the Ofgem Switching Programme documents can be found in other programme documents and is not repeated within this Post Implementation Plan

All parties and providers affected by the new Switching Arrangements (Energy Suppliers, Shippers, Xoserve, Gemserv, Agents, DCC, etc.) will have a varying scale and complexity of change to implement during the DBT phase of the programme; spanning both technical (systems and data) and business (people, process, policy) change aspects. This could range from simply changing how and where notifications of a switch are received from, right through to the implementation of the new CSS via DCC.

The changes required to implement the new E2E Switching Arrangements will be transitioned into the live environment via a number of staged releases as defined in the E2E Transition Plan. However CSS 'go-live' will be a single event encompassing all parties and providers, covering all domestic and non-domestic consumer groups, all meter types, geographical areas and fuel types (gas and electricity).

Whilst the transition approach has been staged to the extent practicable, a significant proportion of new functionality will be delivered in a single stage. Invariably for large, complex IT-enabled change programmes of this nature, a transition approach of this type may increase the risk of early life stability issues experienced due to:

- The complex, multi-party implementation environment;
- Data quality and completeness at the migration point;
- Familiarity with and knowledge of the new arrangements;
- Quality and completeness of Testing, noting there may be an inability to fully test every aspect of the new arrangements; and
- Early life issues such as integration, continued entry/exit of market participants, transition from programme environment to normal operational environment (e.g. in respect of Governance).

Typically, the structures and levels of support provided for normal business operations as captured in the Service Management Design are not scaled to deal with the volume and complexity of issues seen in early life and may not be capable of resolving these quickly and effectively to ensure rapid stability is achieved in the live environment. Therefore, an enhanced level of support is required for a defined period of Post-Implementation.

Furthermore, it will take a finite time to handover from DBT to steady state Service Management and Governance arrangements and this should be done in a planned and carefully considered way to ensure that:

- knowledge built up in the DBT phase is transferred and not lost;
- unresolved (minor) Defects are transitioned to become Incidents and/or Known Errors as part of Service Management; and

- any Environments and other assets and facilities identified as being required for ongoing Service Operations are transferred successfully to the steady state arrangements.

Blueprint Phase Post-Implementation Strategy

A Post-Implementation Strategy for the introduction of the new E2E Switching Arrangements was developed during the Blueprint phase of the programme. This strategy recognised that the aim of a well-defined and managed Post-Implementation phase is the:

- More rapid identification and resolution of issues impacting on early life stability
- More rapid development of the knowledge base in the live environment

The risk appetite for any detrimental impacts on consumers and Users as a result of early life instability is low. The Post-Implementation Strategy therefore recommended a preference for a proactive management and intervention approach to the identification and resolution of early life issues via a planned and well managed post-implementation period.

The objectives of Post-Implementation from the Blueprint strategy are to:

- Minimise disruption to the live environment and effective operation energy retail market and hence reduce impact on consumers and suppliers
- Ensure business continuity is maintained throughout transition and early life of the new arrangements
- Resolve any integration or other early life issues quickly with clear roles and responsibilities defined, particularly for cross-party issues
- Ensure a smooth handover from programme delivery (DBT Phase) to enduring operations including Governance and Service Management
- Ensure a rapid transfer of knowledge from delivery to steady state
- Help achieve the required performance and benefits of switching more rapidly

2.2 Purpose and Objectives

This E2E Post-Implementation plan aligns with and builds on the Post-Implementation Strategy developed in the Blueprint phase and sets out the minimum requirements across all parties and providers to proactively identify and manage early life stability issues. It also sets out requirements for the effective transfer of knowledge, services, facilities and assets to the steady state Service Management and Service Operations, including handover to the steady state governance and assurance arrangements.

The objectives of the E2E Post-Implementation Plan are to:

- Translate the Post-Implementation Strategy into an actionable plan, aligned with the overall Delivery Plan, such that clear and unambiguous requirements are defined for all parties involved in early life support. This includes Enactment Phase and DBT activities that are required to mobilise & prepare for post-implementation;
- Describe post-implementation requirements of the CSS Provider and other Service Providers so that these can be extracted into the CSS Delivery Plan(s) (D-4.2.4) to develop the CSS tender pack(s) and ultimately contractual specifications. This will include post-implementation activities in support of the CSS in line with the

enduring (detailed) solution design; including any data improvement remedies and data migration mechanisms agreed within the CSS scope
- Describe post-implementation requirements of Industry Parties, their providers and Agents and legacy Central Data Service providers so that these can be extracted into appropriate obligations in Licenses and Codes, including those associated with the operation of systems and services (new and changed)
- Identify any potential post-implementation requirements to feed into other Delivery and wider DLS products (e.g. DBT Governance and Assurance D-8.2)

2.3 E2E Post-Implementation Plan Scope

In line with the purpose above, the E2E Post-Implementation Plan will drive actionable plans to be developed (i.e. plans, including a schedule of activities, outcomes, deliverables, roles & responsibilities, resources and where resources will be sourced, costed and time-bounded) by all affected parties and providers involved in implementation and steady state operation of the new E2E Switching Arrangements.

The scope of the E2E Switching Arrangements subject to this document will be that as defined at Design Baseline 3, with any agreed changes against that baseline managed under change control.

In line with the Product Description, the composition of the Switching E2E Post-Implementation Plan includes:

- Post-Implementation Organisation, Management and Assurance, including Reporting requirements and handover to steady state Governance & Assurance
- Post-Implementation Process including:
    - Post-Implementation Activities and Responsibilities
        - Preparation in Enactment & DBT for the post-implementation period
        - Post-implementation period
    - Entry and Exit criteria for the Post-Implementation period
    - Performance monitoring of the new arrangements and handover to steady state
- Knowledge transfer arrangements from the programme to steady state (including design datum pack, known errors and defects)
- DBT Services held over to support the post-implementation period (e.g. Integration and Testing services) and handover to steady state operations
- DBT Assets and Facilities held over to support the post-implementation period and when and how they will be transferred to steady state operations
- Post-Implementation Issue Management and Resolution and handover to steady state Incident and Problem Management arrangements (Note: these may be provided by the SI or defined more widely for testing/programme)

This product will need to be updated under change control as the programme progresses through Enactment and DBT to ensure that:

- The post-implementation requirements remain relevant to the enduring solution and the assessed early life risks

- The plan is aligned to other programme products and emerging thinking on the central assurance regime and role of the Systems Integrator.

This plan is defined at an appropriate level of detail to feed into the CSS procurement activities and development of regulation, but is not definitive or at an overly prescriptive level of detail at this stage. It does however seek to set down a minimum set of post-implementation requirements and expectations on parties and providers that are not covered in the other DLS phase E2E Delivery products.

3 Post-Implementation Definition and Scope

Definition

Post-Implementation is a defined period of enhanced early life support to ensure that the performance and benefits of the new switching arrangements are achieved as soon as possible by stabilising the arrangements post go-live and ensuring a managed hand over from the Design, Build and Test (DBT) phase to steady state service management, service operations and governance.

Scope

The scope of Post-Implementation as captured in the Blueprint strategy includes:

- Prior to the Post-Implementation phase:
  - Understanding where users and supporting resources may experience problems (e.g. based on previous experience or unresolved issues identified during DBT)
  - Setting clear entry criteria for 'go live' operation and exit criteria for end of post-implementation phase (normal business operations)
  - Baseline performance and service levels from current arrangements
- During the Post-Implementation phase:
  - Monitoring and reporting performance of Switching against agreed requirements
  - Working within an agreed governance structure for issue and defect resolution in early life and transition to enduring governance in line with an agreed plan once exit criteria are met
  - Providing appropriate resources to prioritise and resolve issues and defects quickly until stability is achieved
  - Implementing improvements and resolving problems to stabilise new arrangements, including issues carried over from DBT not deemed critical enough to delay launch
  - Managing any changes required to stabilise the service against pre-defined priorities (which may be the same or different to those in DBT)
  - Stabilising the services for the target deployment group/environment as quickly and effectively as possible
  - Ensuring that documentation, training and knowledge base are updated; e.g. with diagnostics, known errors, work-arounds and FAQs

The post-implementation requirements laid down in this E2E Post-Implementation Plan will apply to all parties and providers involved in the implementation and steady state management and operation of the new E2E Switching Arrangements.

By definition, any party or provider that has to implement Business or Technology change to realise the new E2E Switching Arrangements during the DBT Phase of the programme, will be subject to the post-implementation requirements laid down in this plan.

3.1 Alignment with E2E Transition Plan

A key consideration for Post-Implementation is alignment with the E2E Transition Plan. The E2E Transition Plan describes how the new E2E Switching Arrangements will be deployed into the live production environments in a series of staged releases over a period of time that reflects the E2E Overall Delivery Plan for the programme.

Transition Overview

The proposed approach to transition is set out in detail in the E2E Transition Plan. The preferred approach comprises the following stages:

- a preliminary phase where some changes to existing industry systems are made in readiness for go-live;
- three stages in which sets of business and technology changes required to build the new CSS and the interfaces with other aspects of the end-to-end solution are delivered and implemented leading up to 'go-live' of the new CSS. The third of these three stages will be a single CSS 'go-live' event across all customers and suppliers; and
- a post-implementation stage following CSS 'go-live', in which market participants are required to monitor the stability of the new arrangements and address issues which arise. The requirements for this phase are covered in this paper.

From a post-implementation perspective, the release of functionality resulting in a single cross-market 'go-live' event represents a significant risk for early life stability and reliability. The Post-Implementation approach and requirements laid down in this Plan reflect the need to proactively manage this early life period to ensure the required stability and reliability are achieved as quickly as possible with minimal disruption to market arrangements. Furthermore, it suggests that there will not be more than one planned 'operational' release to Users and Consumers of the Switching Arrangements; hence it is assumed there will be a single cut-over point to live operations, a single transition point to steady state service management and operations, and hence a single defined period of Post-Implementation support following the cut-over to live operations.

Further details regarding the final Transition approach should be obtained from the E2E Transition Plan referred to below:

DLS Product	Section:	Topic:
D-4.3.4 E2E Transition Plan	All sections	E2E Transition

3.2 Alignment with E2E Integration and Testing Plans

The E2E Integration Plan defines the overall framework for managing and executing the Integration and Testing activities within the DBT phase, as well as the management, co-ordination and assurance of Design, Build, Integration, Testing, Transition, Data Migration and handover to Steady State Operations.

For Post-Implementation, it is expected that the role of the SI as summarised in Section 5.2 below will include support to the management and oversight of the Post-Implementation period up to the point when the E2E Switching Arrangements have been fully handed over to steady state management structures and arrangements.

The E2E Integration Plan also defines 3 key areas in particular which are relevant to the E2E Post Implementation Plan:

- DBT Services. This covers the management of IT services during the DBT phase (e.g. Defect and Change Management, Environments Management, Knowledge Management). This is similar to, but separate from the steady state Service Management arrangements that are discussed in Section 3.3 below. During Post-Implementation, it will be important to ensure that relevant information (e.g. Defects), resources, knowledge and assets (e.g. Environments) are transferred effectively to the steady state Service Management model.

- Operational Readiness Gate. This is a key quality gate for Integration and effectively sets the readiness criteria for 'go-live' (and informs the associated Go/No-Go decision) where the new E2E Switching Arrangements will be promoted into the live/production environments across all parties and providers. The criteria defined for this Operational Readiness gate will be key to understanding and defining the 'start point' for the Post-Implementation period.

- Operational Transition. This section of the E2E Integration Plan defines the process for transition of services from DBT to steady state service management and hence is relevant to the E2E Post-Implementation Plan.

These areas of the E2E Integration Plan are covered in more detail in Sections 6 to 11 below where they align to the Post-Implementation Plan. These sections are also aligned with the E2E Testing Plan where applicable, e.g. in respect of unresolved Defects at Go-Live, Test Environments for handover to steady state, etc.

It should be noted that the proposed governance model for the DBT phase identifies distinct roles for a core Systems Integrator (which will integrate existing industry central data systems and services such as UK Link, MPRS etc. with the CSS) and an 'E2E System Co-ordination and Programme Assurance' role, which will monitor and assess the readiness of market participants such as suppliers for integration testing and subsequently go-live. For the purposes of this document, 'System Integrator' or 'SI' will refer to the core System Integration function. These functions and roles are explored in more detail in the E2E Integration plan.

For further details regarding the E2E Integration and Testing Plans as input to the final and revised versions of the Post-Implementation Plan, refer to:

DLS Product	Section:	Topic:
D-4.3.2 E2E Integration Plan	All sections	E2E Integration
D-4.3.3 E2E Testing Plan	All sections	E2E Testing

3.3 Alignment with Switching Service Management Strategy

Another consideration for the E2E Post-Implementation Plan scope is alignment with the steady state Switching Service Management Strategy and Approach for the new E2E Switching Arrangements. The Switching Service Management Strategy product (D-4.1.9) and the Switching Service Management and Operational Approach (D-4.2.3) define an appropriate service management strategy and approach for steady state management and operation of the new Switching Arrangements, and also for CSS within this. Figure 1 provides a high level view of the overall Service Management model for the new Switching Arrangements.

As can be seen from the indicative model in Figure 1, steady state governance of the E2E arrangements is likely to be provided through the regulations in the form of licenses and code changes for the new dual fuel Retail Energy Code (REC). This will monitor performance of the E2E service levels, enforce rights and obligations and consider and enact code modifications.

The E2E Service Management Layer (shown in purple) will focus on key aspects of the full ITIL service functions, noting that full service management and service operations functions will be undertaken by the individual CSS and other service providers shown in green in the diagram.

The Post-Implementation period, as described in Section 5 below, will need to work in direct support of these steady state arrangements; providing additional performance monitoring and proactive management of early life reliability and stability issues to supplement steady state arrangements. The Post-Implementation Plan also needs to include effective arrangements for transition and handover to these steady state service management and operations functions.

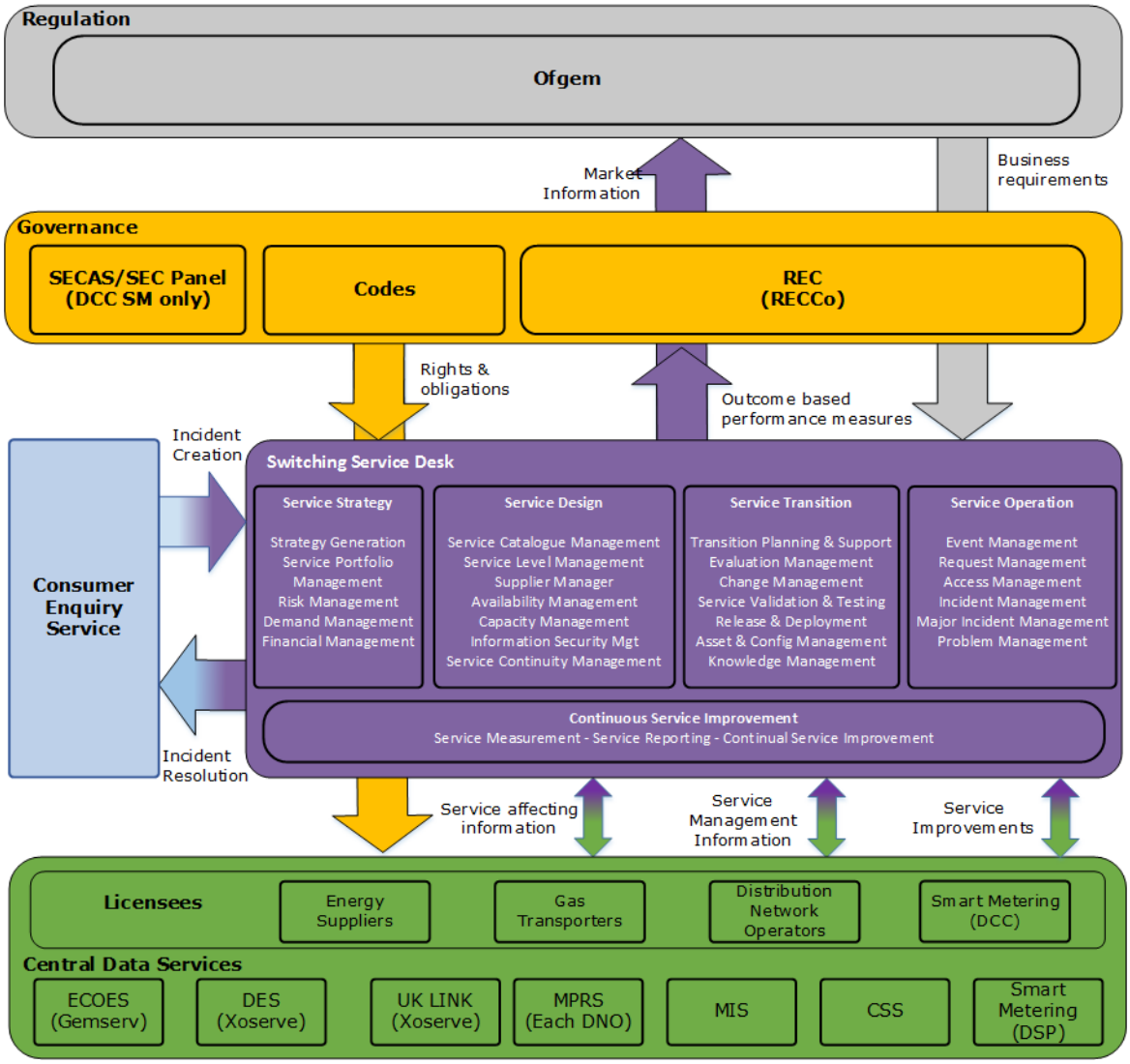

Figure 1 - E2E Service Management Model for Steady State

For further details regarding the E2E Service Management Design as input to the final and revised versions of the Post-Implementation Plan, refer to:

DLS Product	Section:	Topic:
D-4.1.9 E2E Service Management Strategy	All sections	E2E Service Management
D-4.2.3 Switching Service Management and Operational Approach	All Sections	E2E Service Management and Operations

4 Post-Implementation Risks, Assumptions and Dependencies

The key Risks, Assumptions and Dependencies associated with the Design and Build of the new E2E Switching Arrangements are captured in the following table, together with mitigation and management actions and responsibility for ownership if appropriate.

Post-Implementation Risk, Assumption or Dependency	Type	Mitigation and Management Actions
Complex, multi-party environment leading to federated, dispersed post-implementation support controlled through a variety of regulatory and commercial instruments with insufficient central visibility and oversight	R	SI will co-ordinate across DBT activity to ensure continued alignment SI and/or Delivery Assurance will monitor and drive action across of all parties and providers to ensure early life stability SI will ensure effective handover to steady state service management and governance arrangements
High likelihood of early life change requests given complex, changing environment	R	Governance arrangements will need proactive and effective change management in early life to evaluate and control internal and external change requirements
Operation of new, unfamiliar switching arrangements within a multi-party environment gives rise to a higher rate of early life issues and problems	R	Effective testing of Operational/Service Management requirements and non-functional requirements prior to release Dress Rehearsal and/or Pilot phase Retain knowledge, resources and infrastructure from DBT phase to provide enhanced level of early life support to steady state operations
'Big Bang' functional and User release means a large operator and user base will have to get to grips with the new arrangements all at once	R	Effective testing plus potential use of a Dress Rehearsal Provide proactive, enhanced early life support utilising DBT structures and resources until stability achieved
Challenging requirement (faster, reliable switching) with challenging timelines means there will be pressure to Go Live before the E2E arrangements have been comprehensively tested	R	Effective, risk-based testing regime, that is protected through the programme Resolution of all major defects identified prior to release (part of Go No-Go Decision) Retention of DBT knowledge and capability into early life
Need to achieve stability of new arrangements rapidly due to vital nature of switching for	A	Clear entry/exit criteria agreed for post-implementation period with regular progress monitoring and reporting

the effective operation of the energy retail market		Provide proactive enhanced early life support
Steady State governance and other support structures may not be able to deal with volume and complexity of early life issues	R	Carry forward governance and related support structures for issues resolution and change management from DBT until 'steady state' achieved Ensure managed transition from these arrangements to normal governance and processes
Data integrity and availability could lead to a source of early life issues which are exacerbated due to faster switching process	R	Effective Data Cleanse & Migration approach as part of Transition Approach and Plan Knowledge of known/typical data issues/errors available Retention of knowledge from DBT phase
In-flight switches could be a source of early life issues if not managed effectively	R	Effective in-flight switch management approach put in place as part of Transition Approach and Plan Exception handling and management put in place
Parties will be sufficiently incentivised to resource and undertake Post-Implementation	A	SI and/or Delivery Assurance functions to monitor progress and readiness to plan, and to ensure remedial action is taken if progression and readiness are not satisfactory
The new E2E Switching Arrangements will be Transitioned into live operations using 3 stages of release, culminating in a 'big bang' release of functionality at cut-over. This will require the full functional and non-functional requirement scope to be designed, built, integrated and tested prior to Transition.	A	E2E Design & Build, Integration and Testing Plans to ensure full functionality is tested prior to start of Transition phases. Given risks inherent in this 'Big Bang' approach, Integration and Testing phases must provide high confidence that the full E2E arrangements will operate as intended. Continue to monitor and evaluate Transition approach documented in E2E Transition Plan
There will be a single 'Go Live' release point to E2E Switching Users and hence a single point of Transition to steady state service management and operations	A	Post-Implementation to plan for a single period of Early Life Support and a single Operational Transition to live operations Resource and plan Post-Implementation to deal with higher rate of early life issues.

Table 1 – Key Risks, Assumptions and Dependencies for Post-Implementation

5 Post-Implementation Organisation, Management and Assurance

5.1 Overall Programme Structure (DBT Phase)

The Programme Structure once developed will describe how the new E2E Switching Arrangements will be implemented as a programme of co-ordinated activities across all parties and providers during the DBT phase of the programme via various work-streams, projects, quality gates and capabilities. It is expected that the final programme structure will be developed and refined by the Switching Programme governance and assurance bodies working with Ofgem, DCC and the appointed SI.

The E2E Integration Plan includes an illustrative programme structure for the DBT phase. For the purposes of this E2E Post-Implementation Plan, it is sufficient to understand that there will be a range of programme roles, work-streams, projects, quality gates and capabilities put in place for the DBT phase that will be required to be maintained in whole or in part during the post-implementation period, with some of these roles and capabilities also needing to be transferred into the steady state service management and governance and assurance function. This is covered further in Section 6.

5.2 Overall Programme Organisation and Governance (DBT Phase)

The overall Programme Organisation, Governance and Assurance model will require the involvement of Ofgem, DCC, the SI, industry parties, Vendors/SPs and other stakeholders to ensure efficient, quality and proper programme management and assurance throughout the programme execution of DBT. The proposed programme organisation, governance and assurance model is being developed and will be documented in product D-8.2; Governance and Assurance Plan for DBT.

DLS Product	Section:	Topic:
D-8.2 Governance and Assurance Plan for DBT	All sections	E2E Governance & Assurance for DBT

Role of the SI

It is expected that the SI will have overall responsibility for managing, monitoring, coordinating and assuring (together with the Core Systems Assurance role) the design, build, test, integration, deployment and roll-out of the business process and system changes for the CSS and other legacy central data systems and services that are required to implement the E2E Switching Arrangements with the full cooperation of the industry stakeholders, impacted parties and service providers. Further information can be found in the E2E Integration Plan.

In addition to the SI role of managing and executing systems integration and test activities across CSS and the other Core Systems, the SI will provide test services to enable the Market Participants to test their interfaces with the central systems (as part of the UIT Test Phase). The SI in conjunction with the E2E System Co-ordination and Programme Assurance function also has the role of assuring that all parties are ready and prepared for Go Live and transition to steady state operations. For the purposes of this E2E Post-

Implementation Plan, the SI will continue to be in place during the post-implementation period following Go Live and will have the specific roles and responsibilities as laid out in Section 6 below.

Role of the Design Authority

The E2E Design Authority (DA), known as the Technical Design Authority (TDA) in previous phases of the programme, is a governance function at the programme executive level responsible for ensuring that the consequences of any design, architecture, technical or change decisions are understood, fit for purpose and comply with the standards necessary to maintain a robust, consistent and integrated technical capability. The DA maintains a consistent, coherent and complete perspective of the E2E design and architecture, defining the programme critical interfaces and integration points, such that business operations across the Switching Arrangements can be changed and benefits secured in a coordinated manner across the industry.

For the DBT phase, it is likely that the DA at the programme executive level in the programme governance model will be managed by Ofgem. However, this will need to be supported by a DA or Design Management function at the systems integration programme level managed by DCC.[1] This lower level DA or Design Management function will manage defects, change and configuration control related to the physical design as it evolves, arbitrate on issues and defects, and ensure continued alignment with the logical E2E design specifications. However, issues and defects that could impact on timescales or the design baseline will be escalated to Ofgem for resolution. This will be done under delegation from the programme executive DA with appropriate reporting and escalation.

For the purposes of this E2E Post-Implementation Plan, it is expected that the DA and SI functions/roles, as defined within the overall DBT Governance and Assurance regime, will continue to be in place during the post-implementation period until the post-implementation exit criteria have been met and handover to steady state governance and assurance has taken place.

5.3 Steady State Organisation, Governance and Assurance

The steady state organisation, governance and assurance arrangements have yet to be fully defined and agreed for the new E2E Switching Arrangements. However, based on the latest DB2 Consultation document (Section 8) it is expected that these will mainly fall under the new REC which will be operated and administered in similar manner as other energy codes. As captured in the E2E Service Management Design (see Figure 1) a designated code body will manage and administer the code, and monitor the performance of parties in meeting the requirements of the code and their individual obligations. The designated REC administrator will also be responsible for evaluating and implementing any proposed code modifications (changes).

5.4 Post-Implementation Organisation and Management

The role of the SI is set out above and in the E2E Integration Plan and includes the management, co-ordination and assurance of DBT activities across all core systems providers up to and including the operational transition and associated Post-Implementation (early life support) period. It also includes co-ordination and management

[1] Ofgem is consulting on the role of DCC in DBT and initial live operations. For this paper we assume that DCC will be responsible for management of the delivery of the CSS and initial live operations and the provision of the SI function.

of the cross-party test phases as defined in the E2E Testing Plan, together with provision of associated environments and tools and Defect Management. The role of the SI is expected to end with successful completion of the Post-Implementation period, once the associated Exit Criteria for this period have been met. This will also be true of other DBT Governance and Assurance functions and roles, such as the DA function, E2E Systems Co-ordination and Programme Assurance function, etc., as set out in the DBT Governance and Assurance Plan (D-8.2)

All parties and providers will be expected to work within the overall management and reporting framework proposed by the SI and other DBT governance and assurance roles, as part of the programme governance structure agreed for the DBT phase up to the point of full and final handover to the steady state Governance and Assurance arrangements, which is expected to be at the end of the Post-Implementation period.

5.5 Post-Implementation Assurance

As part of the wider programme Assurance arrangements for DBT, as defined in the Overall Delivery Plan (D-4.3) and the DBT Governance and Assurance plan (D-8.2) there is a need to provide confidence to the SRO and other key stakeholders that Post-Implementation activities are progressing as planned and that early life issues and defects are being proactively managed to drive the required performance, stability and reliability requirements as soon as possible.

Ofgem are developing the approach for overall Assurance of the Switching Programme during the DBT phase as documented in product D-8.2, which may include external parties conducting assurance assessments and reviews and other activities that provide evidence of progress across all aspects of DBT including post-implementation.

It is proposed that the Assurance of Post-Implementation activities will be undertaken by the SI together with the E2E System Co-ordination and Programme Assurance function, Licensed Party Assurance and Core Systems Assurance functions. Further independent assurance may be commissioned as required, e.g. by DCC or Ofgem, depending on risk and criticality of any areas identified. During this period of early life support and handover to steady state, there will also be a need for the DBT assurance functions to work closely with the proposed steady state assurance functions (via code bodies, etc.) to ensure smooth handover of knowledge and responsibilities.

5.6 Post-Implementation Reporting

Post-Implementation Status & Progress Reporting

All parties and providers will be required to provide periodic status and progress reporting for Post-Implementation activities. This will be in the form of regular status and progress reports to the SI and E2E System Co-ordination and Programme Assurance role (via DCC if appropriate), on a periodic frequency. The progress reports will include the following information (but not limited to):

- Activities/tasks performed during the reporting period (previous, current and next);
- Progress towards achieving defined Exit criteria for end of Post-Implementation;
- Progress in handing over to steady state Service Management and Operations;
- Comparison with plan/schedule and remedial actions to address shortfalls;

- Early life Defects/Incidents logged and progress towards resolution;
- Current prioritised Issues, the status of those Issues and the mitigation;
- Current prioritised Risks, the status of those Risks and the mitigation;
- Key Assumptions and Dependencies, and their management; and
- Change Request (CR) status.

5.7 Post-Implementation Roles

The following table identifies the key roles (parties and providers) who are expected to be involved in Post-Implementation activities within the DBT phase of the programme. These roles are used to define responsibilities and accountabilities for specific Post-Implementation activities defined in Section 6.2 below. These responsibilities and accountabilities are defined using a standard RACI (Responsible, Accountable, Consulted, Informed) Matrix.

Role	Description / Comments
CSS and Core Systems Integrator (SI)	The SI is the main system integrator that will be providing professional services to manage all the activities related to systems integration and testing of CSS and the other legacy central data systems and services for DBT, together with new/changed interfaces from the central systems to wider market participants.
CSS Service Provider(s)	The CSS Service Provider(s) are the main service providers that will be providing the turn-key solution that will be the CSS system during DBT.
DCC (as Procurer and Manager for the SI and CSS Service Providers)	DCC, in the context of this plan, is the party that is managing and overseeing the SI as well as the CSS (and potentially CES) Service Provider(s) during DBT for the overall Switching Programme – a sort of Prime Contractor. Note, these roles are distinct from the DCC existing role in respect of SMIP/SMETS2 (refer to Legacy Central Data System/Service Providers for the DCC / CGI role regarding DSP).
E2E System Co-ordination and Programme Assurance	This is a function that will be procured by Ofgem to provide a range of professional services in direct support of, and integral to, enabling Ofgem to discharge its roles. As well as support to Programme Management during DBT, it will also provide a role co-ordinating and assuring the activities of Market Participants in line with transitional regulation
Ofgem	Ofgem is the client, programme sponsor, overall Design Authority, demand function and ultimately accountable for the Switching Programme.

Role	Description / Comments
Market Participants	**Suppliers** are one of the Industry Parties that will undergo business process and systems change including changes to interfaces and integration for Switch Requests, Cooling Off, Withdrawal and Objections
	DNOs are one of the Industry Parties that will undertake business process and systems change including changes to interfaces and integration for MPRS and RDP data.
	Agents (i.e. MAPs, MOPs, DCs, DAs, etc.) are bodies managed by Suppliers that will undergo business processes and systems change – including changes to interfaces and integration (e.g. Confirmed Switch Notifications)
	Shippers are one of the Industry Parties that will undertake business processes and systems changes including changes to responsibilities for switch requests interfaces and integration for Confirmed Switch Notifications.
	Gas Transporters (GTs) are one of the Industry Parties that may be required to undertake business process and systems changes
Existing (Legacy) Central Data System and Service Providers	**Gemserv** are existing central data system/service providers that will undertake system change including changes to interfaces and integration for ECOES
	St. Clements/C&C Group are existing central data system/service providers that will undertake business process and systems change including changes to interfaces and integration for MPRS and any associated data transformation and migration
	Xoserve is a current central data system/service provider that will undertake systems change implementation including changes to interfaces and integration for UK Link and DES and any associated data transformation and migration
	DCC / DSP (CGI) are one of the existing central data system/service providers (contracted via DCC) that will undergo business process and systems change including changes to interfaces and integration for DSP and RDP data.
Other Service Providers (SPs)	There may be other SPs involved in providing professional services and/or data products as part of the implementation activities within DBT. For example, the SP providing the Address Service that will be transformed (via the CSS) to create the new Retail Energy Location data mastered within

Role	Description / Comments
	the CSS (There may also be a SP appointed for the Customer Enquiry Service for Switching and to provide any new or changed Communications Network required). These SPs may or may not be contracted and managed by DCC

Table 2 – Role Descriptions for Post-Implementation of Switching

6 Post-Implementation Process and Plan

6.1 Post-Implementation Process ('how')

This section describes three (3) interrelated aspects of the Post-Implementation process that must be addressed and planned for prior to and during the Post-Implementation Period. Early Life Support is concerned with providing proactive, enhanced levels of support to supplement the steady state service management model to ensure early life stability and reliability issues are identified and resolved as soon as possible. Operational Transition involves the transfer of certain services from DBT to the proposed steady state Service Management model for the new E2E Switching Arrangements. Finally, Management Transition is concerned with any remaining handover and transfer requirements that must take place successfully within the Post-Implementation; e.g. Governance and Assurance and Knowledge transfer.

These aspects of Post-Implementation are summarised in Figure 2 below. Note, for the avoidance of doubt, these transition and post-implementation periods are not directly related to the proposed transitional period in the September 2017 DB2 consultation in respect of switching speed.

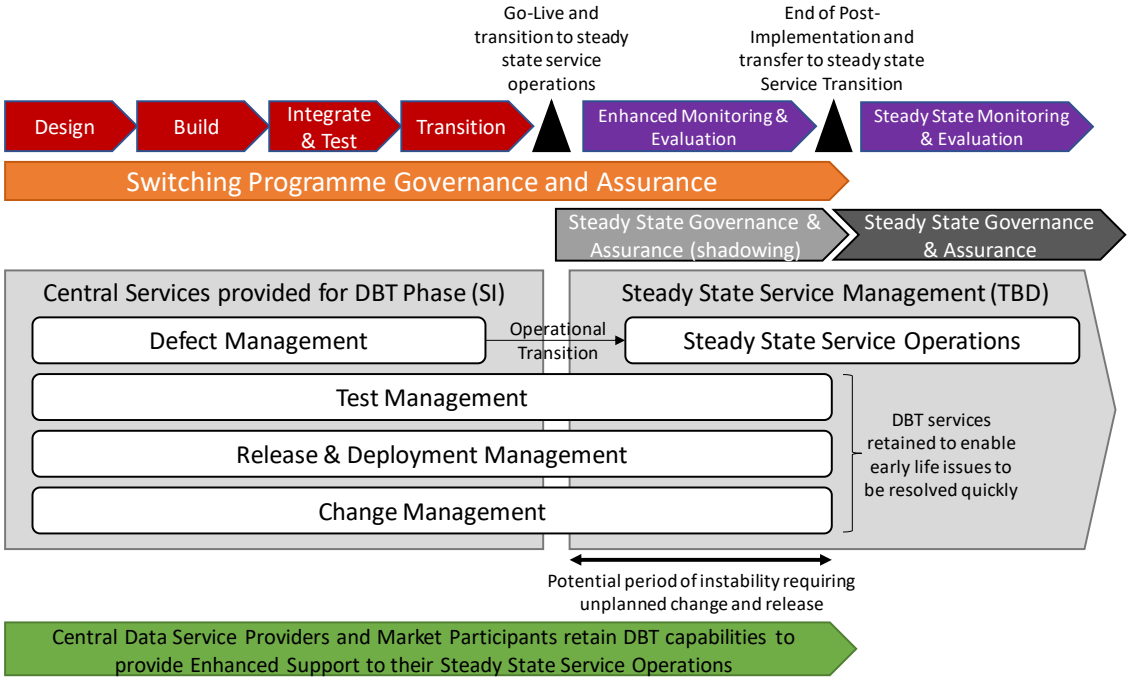

Figure 2 – Summary of Post-Implementation Process

Early Life Support

As recognised in the Post-Implementation Strategy, the best source of applicable best practice in the area of Post-Implementation is ITIL as documented in the ITIL Transition guide.[2] ITIL defines Post-Implementation for IT based services as 'Early Life Support' and the following diagram summarises the ITIL process for Early Life Support.

[2] ITIL is the Information Technology Infrastructure Library, a series of resources on IT service management practices which inform British and International standards.

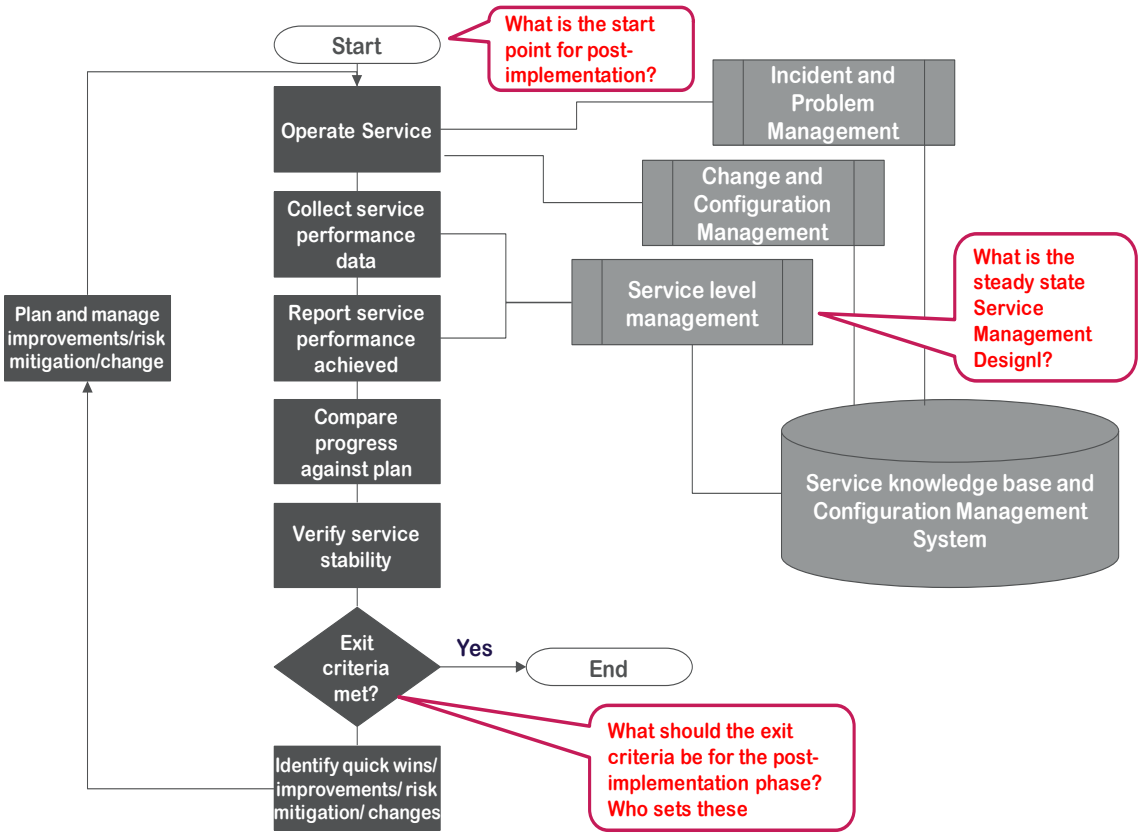

Figure 3 – Illustrative Post-Implementation (Early Life Support) Process

It can be seen from this process that it operates in tandem with aspects of the intended steady state Service Management model shown on the right-hand side of the diagram. During the Blueprint Phase, the Post-Implementation Strategy examined three (3) possible illustrative options for this enhanced Early Life Support, ranging from 'No Additional Support', through 'Enhanced Performance Monitoring and Reporting' to 'Proactive Management and Intervention'.

Given the criticality of Switching to the effective operation of the energy retail market and the consequent low threshold for risk, coupled with transition strategy which delivers a significant amount of functionality in a single and final phase (and hence an increased likelihood of early life stability and reliability issues), our Blueprint Phase analysis determined that the 'Proactive Management and Intervention' option was preferable for the Switching programme. This option is summarised in the table below.

Option	Activities	Roles & Responsibilities
Proactive Management and Intervention	Monitor and report early life performance and issues Where issues cross-party boundaries, assign responsibility to proactively and rapidly resolve these Retain cross-party delivery capability (test, change and release management, etc.) until service stabilised	Each party rapidly resolves issues clearly falling within their boundary based on agreed priorities Additional governance to assign responsibility for issue resolution DBT roles carried forward for managing issues and problems experienced in early life Additional support and resources provided on top of own parties' normal support arrangements

Table 3 – Proactive Management and Intervention Option for Early Life Support

These activities and associated roles and responsibilities for Early Life support are expanded on in Section 6.2 below.

Early Life Support processes as shown in Figure 3 define the additional/enhanced arrangements that need to be in place to proactively monitor and manage early life performance (service levels), including reliability and stability (and address any issues rapidly), but do not cover the activities of handover to Steady State Service Management operations and associated governance arrangements. These are covered below.

Operational Transition

The E2E Integration Plan describes the process of Operational Transition at the end of the systems integration and testing effort in DBT as a set of activities required to ensure the smooth handover from the temporary DBT services into the permanent support teams of the steady state Service Management model. The temporary central services in DBT (such as Defect Management, Test and Environment Management, Change and Release Management, etc.) are intended to be managed by the SI for Switching.

The E2E Integration Plan therefore requires the SI to develop an approach to ensure effective Operational Transition from DBT to steady state service management operations. The SI is required to deliver an Operational Transition plan and capability to support the handover from DBT to the permanent IT Service Operations – in alignment with the receiving IT Service Operations organisation, as per the E2E Switching Arrangements Service Management Strategy.

From the perspective of this Post-Implementation Plan, it is proposed that Operational Transition as planned and managed by the SI forms one aspect of the Post-Implementation Plan that will need to be monitored and evaluated during the Post-Implementation period. Successful completion of the Operational Transition in line with the plan will form one of the criteria for successful exit from Post-Implementation.

Management (Governance and Assurance) Transition

In additional to the Early Life Support and Operational Transition, the Post-Implementation process for Switching will additionally include steps to ensure the effective Transfer of

Knowledge to the steady state management structures and organisations reflected in Figure 1, as well as the transfer of overall Governance and Assurance arrangements from DBT to the steady state arrangements.

These processes are reflected in the following sections of this plan.

6.2 Post-Implementation Activities and Responsibilities ('what and who')

This section captures the Post-Implementation activities, in line with the processes above, and associated responsibilities for all parties and providers who have a role in post-implementation as defined in Table 2. Each individual party and provider will then be expected to develop their own Post-Implementation plans, in line with Sections 6.5 to 6.7 below, for their particular activities and areas of responsibility and accountability.

Responsibilities for each of the post-implementation activities is captured in the form of a RACI chart. The following table provides a high-level set of definitions of RACI.

RACI Legend	
Responsible	Those who do the work to achieve the task or activity, according to agreed quality and schedule, up to and including acquiring the approvals of relevant parties. There must be at least one **R** specified for each task or activity.
Accountable	The accountable party has full ownership. The resource ultimately accountable for the completion and "output / results" of the task or activity, there must be exactly one **A** specified for each task. The Accountable party will be the escalation point for the Responsible party.
	Regarding signing off deliverables: **A**ccountable will approve / sign off deliverables from **R**esponsible(s), in case more than one party is involved.
Consulted	Those whose opinion is sought. Two-way communication where the opinion provided must be reasonably acted on.
Informed	Those that are kept up-to-date on progress. One way communication.

Table 4 - RACI Legend

Early Life Support

Each individual market participant and central data services provider (including DCC for the CSS) will be required to:

- Plan for and provide a period of enhanced early life support to ensure that their own processes and systems are fully operable, stable and reliable within new E2E Switching Arrangements and successfully interact with other parts of those arrangements,

- Align with the process in section 6.1 above and to satisfy the Exit Criteria defined in Section 6.3.

Additionally, the SI will be required to provide ongoing support (to the steady state service management model) during the post-implementation period to enable any risks and issues identified in this early life support period to be resolved rapidly including the need for any associated changes required to be tested, deployed and released to achieve stability.

It is also necessary for some central body to manage and co-ordinate this early life support across the E2E Switching Arrangements and to monitor and report progress towards the agreed Exit Criteria for the Post-Implementation period. Given that the responsibility for steady state operations for Switching will have handed over at Go-Live to the body responsible for Switching Service Management (the purple layer in Figure 1) it is recommended that this body is best placed to co-ordinate the early life support. This body is currently expected to be DCC, but that has yet to be confirmed.

Assurance of these activities will be provided the E2E Systems Co-ordination and Programme Assurance role and other Assurance functions as defined in D-8.2.

The steady state roles and responsibilities for operation and support are still to be clarified in line with design of the steady state Service Management model, but the proposals below align with the latest E2E Service Management design as summarised in Figure 1 above.

Early Life Support Activity	**R**	**A**	**C**	**I**	**When**
Develop Detailed Plans for Post-Implementation Early Life Support activity (aligned to E2E Post-Implementation Plan)	All parties and providers (new and existing) SI DCC	All parties and providers (new and existing) SI DCC	E2E Co-ord & Ass	Ofgem	6 months prior to planned Go-Live date
Understand and identify where users and supporting resources may experience problems (e.g. based on previous experience or unresolved issues identified during DBT)	All parties and providers, SI DCC	All parties and providers SI DCC	Codes Ofgem	E2E Co-ord & Ass	> 6 months prior to start planned Go-Live
Set clear entry criteria for ‘go live’ operation and exit criteria for end of post-implementation phase (normal business operations)	SI E2E System Co-ord and Assurance DCC	Ofgem	Codes	All	6 months prior to start of planned Go-Live

Baseline performance and service levels from current arrangements	Ofgem Codes Current parties and providers	Ofgem	DCC	All	> 6 months prior to start planned Go-Live
Finalise performance metrics to be monitored during Post-Implementation period	SI DCC E2E System Co-ord and Assurance	Ofgem	Codes	All	6 months prior to start planned Go Live
Identify, plan for and provide appropriate resources, assets and facilities (held over from DBT) to resolve operational and support issues quickly	All parties and providers and SI co-ordinated by DCC	All parties and providers SI DCC	E2E Co-ord & Ass	Ofgem	In place for Go-Live date
Collect data and determine performance of switching against agreed requirements and metrics and report to governance (e.g. to enable review against defined parameters and obligations)	All parties and providers, co-ordinated by DCC	Ofgem	E2E Co-ord & Ass SI	All	During P-I period
Work within an agreed governance structure for issue resolution in early life and transition from this structure to normal governance in line with an agreed plan once the exit criteria are met	All parties and providers, co-ordinated by SI DCC	Ofgem	Codes	All	During P-I period
Monitor progress against Post-Implementation Early Life Support plans	All parties and providers DCC SI E2E System Co-ord and Assurance	Ofgem	Codes	All	During P-I period
Implement improvements and resolve problems identified to stabilise new	All parties and providers,	Ofgem	E2E Co-ord	Codes	During P-I period

arrangements, including issues carried over from DBT not critical enough to delay launch	co-ordinated by DCC SI		and Prog Ass		
Manage any changes required to stabilise the service against pre-defined priorities and categorisation (could be same or different to those used in DBT)	All parties and providers SI DCC	Ofgem	E2E Co-ord and Prog Ass	Codes	During P-I period
Ensuring that documentation, training and knowledge base are updated; e.g. with diagnostics, known errors, work-arounds and FAQs	All parties and providers DCC SI	All parties and providers DCC	Codes	Ofgem	During and at end of P-I period
Verify service stability and confirm Exit Criteria have been met	SI DCC E2E Co-ord and Prog Ass	Ofgem	Codes	All	At end of P-I period

Table 5 – Activities and Responsivities for Early Life Support within Post-Implementation

Operational Transition

Arrangements for Operational Transition are currently covered in the E2E Integration Plan. From the perspective of Post-Implementation, this process just needs to be monitored and confirmed that it has been properly planned, effectively managed and successfully completed prior to the end of the Post-Implementation period. The associated activities and RACI are captured in the following table.

Operational Transition Activity	**R**	**A**	**C**	**I**	**When**
Develop Detailed Plan for Operational Transition	SI DCC	SI	Ofgem E2E Co-ord and Prog Ass Codes	All	6 months prior to planned Go-Live date
Prepare for Operational Transition in line with the plan	Core system providers and DCC co-	All core system providers	Ofgem E2E Co-	Codes	Prior to start of

	ordinated by SI	DCC SI	ord and Prog Ass		planned Go-Live
Transfer outstanding Defects, Service Requests and Change Requests from DBT to steady state service management arrangements	All core system providers and DCC, co-ordinated by SI	SI	Ofgem Codes E2E Co-ord and Prog Ass	All	As defined in Operational Transition Plan
Transfer Environments (and any other Assets and Facilities) from DBT to agreed steady state service owner	All core system providers and DCC co-ordinated by SI	SI	Ofgem Codes	All	As defined in Operational Transition in plan
Transfer any DBT Design, Test and Build data (Datum Pack or similar) documentation, lessons learned, decision logs, etc to appropriate steady state owner organisation	All core system parties and providers and DCC co-ordinated by SI	SI	Ofgem Codes	All	As defined in Operational Transition in plan
Confirm that the BAU Service Management structures can operate the new E2E Switching Arrangements and that the Operational Transition Plan has been successfully completed	All core system providers and DCC, co-ordinated by SI	SI	Ofgem Codes	All	Before end of P-I period

Table 6 – Activities and Responsivities for Operational Transition within Post-Implementation

Management (Governance and Assurance) Transition

The Steady State E2E Service Management model summarised in Figure 1 above indicates that governance and assurance of the new E2E Switching Arrangements under BAU will probably come under one or more code bodies for day to day management, monitoring and assurance, with associated regulation on the form of Licenses and Codes being the responsibility of Ofgem.

Formal transfer of Governance and Assurance functions will transfer from the Ofgem Switching Programme to the steady state arrangements at the end of the Post-Implementation period, but it is suggested that the steady state structures are stood up by the start of Go-Live and operate in tandem with the Programme governance structures

(with the latter retaining overall responsibility and accountability) until the Exit Criteria are met and final handover to BAU takes place.

6.3 Entry and Exit Criteria for Post-Implementation Period

The Post-Implementation period will be viewed as a further managed stage beyond the Go-Live/Operational Transition point, similar to a Test Phase, with defined Entry and Exit Criteria which must be monitored and met before proceeding. Given that the Post-Implementation period links DBT to the steady state management phase, it is vital that these criteria are defined and agreed by both the Switching Programme governance structure and the planned steady state governance structure as they represent the 'handover conditions' from change to BAU.

The decision on readiness for transition to BAU will ultimately rest with the programme SRO. This decision will be informed by material provided as relevant by other bodies, such as the System Integrator, the E2E System Co-ordination and Programme Assurance function, and input from other relevant assurance functions and stakeholders. Readiness for BAU will be assessed against pre-determined criteria, an indicative example of which is set out in Table 7. It should be noted that additional criteria may be added to those set out in Table 7, and the criteria as set out in the table may be subject to change as we move closer to go-live and post-implementation phases.

The Entry Criteria for the start of the Post-Implementation period will mainly be set by the Operational Readiness Gate criteria as defined in the E2E Integration Plan and any additional Go/No-Go (GONG) criteria set by the overall Switching Programme governance. However, Table 7 below for completeness defines some key criteria from the perspective of readiness for Post-Implementation.

Entry Criteria	**Exit Criteria**[3]
The E2E switching service, service assets and resources are in place.	Users and consumers can use the switching service effectively and efficiently in line with agreed and defined performance levels (utility and warranty).
Updates to documentation and information are completed and in force; e.g. License Conditions, Codes, contracts, Service Level Agreements.	Consistent and demonstrable progress is being made towards delivering the expected switching benefits to consumers and other parties.
Communications and learning materials are ready to distribute to stakeholders, service management and operations functions and users.	All parties and providers are committed to manage and operate the service in accordance with the agreed service management model & performance standards (as laid down in licenses and codes).
All business as usual roles and any enhanced transitional/post-implementation	Service delivery is managed and controlled across the service provider interfaces and

[3] Note, the final criteria will all need to be measurable

roles are assigned to individuals and organisations.	monitored using the defined E2E Service Management model.
People and other resources are prepared to operate and use the switching service in normal, emergency and disaster situations.	All service levels and service performance standards (including quality of customer service) are being consistently achieved without unexpected variations.
People (users, operational support staff, etc.) have access to the information necessary to use, operate and support the switching service.	Codes, SLAs and contracts are finalised and signed-off by customers and all parties.
	Training & Knowledge has been transferred to parties and providers responsible for enduring maintenance and operation of systems and services.
Measurement and reporting systems are established to assess the performance of the switching service for steady state and for the enhanced early life support period.	Unexpected variations in service performance are monitored, reported and managed
	Service & contractual deliverables are signed off and any residual issues have agreed resolution plan or have been conceded/waived.

Table 7 – Proposed Entry and Exit Criteria for the Post-Implementation Period

6.4 Performance Monitoring During Post-Implementation

As recognised in Figure 2, a vital aspect of Early Life Support is the proactive monitoring and assessment of the performance of the E2E Switching Arrangements, both from a functional (Utility) perspective, and a non-functional, reliability and stability perspective (warranty). Any issues (non-conformances) compared to the required functional and non-functional required performance should be identified, prioritised and resolved to ensure that the E2E Switching Arrangements achieves the required performance and benefits.

An additional factor to consider is the current intention to allow a variable switching speed/window for RP2a. Whilst central systems (CSS, MPRS, UK Link, ECOES and DES) should designed to be capable of supporting a 'next working day switch' at go-live for domestic customers and a two-working day switch for non-domestic customers, for an initial period the expected switching speed will be 5 Working Days (WDs). Suppliers wishing to offer a faster than 5WD switch initially will need to demonstrate their ability to achieve this reliably.[4] As explained in the latest DB2 consultation (paragraphs 2.8 and section 5), this is intended as a short 'transitional period' with an expected 5WD switching speed to protect reliability, with additional (temporary) requirements on suppliers and other parties; e.g. to monitor the incidences of Erroneous Switches (ESs).[5]

[4] The timetable for the transition of the whole switching programme from a minimum switching speed of 5WD to next day, the criteria for suppliers to demonstrate to ensure that they are capable of delivering the arrangements robustly, and the governance mechanism for assuring this are as yet undecided.

[5] "Delivering Faster and More Reliable Switching: proposed new switching arrangements", at https://www.ofgem.gov.uk/publications-and-updates/delivering-faster-and-more-reliable-switching-proposed-new-switching-arrangements, p20; pp40-45

For this reason, the central systems' ability to switch by the next WD must be designed-in and fully integrated and tested E2E in DBT. It is also assumed that all Energy Suppliers must be capable of next working day switch speeds at the Go-Live points.

The steady state Service Management Design will specify how the performance of the E2E Switching Arrangements are intended to be monitored in BAU. In addition to these 'steady state' performance metrics, and recognising the transitional period mentioned above in respect of monitoring reliability and stability for the 'variable' switching speeds, suppliers and other parties and providers as applicable should monitor the following metrics during the Post-Implementation period:

- ESs and their causes;
- Other reliability measures; e.g. switches not being fully processed and the causes (e.g. address not found); withdrawn switches and the causes, etc.;
- Data Quality indicators (compared to previous);
- Service Levels (compared to required);
- Security (compared to required)
- Consumer complaints (compared to previous);
- Objections volume trends and reasons (compared to previous);
- Switching Volumes and trends (Benefits indicator);
- Average switching times/speeds and distributions;
- Incidents logged, resolution times and trends;
- Change Requests;
- Service Requests, trends and completion times; and
- Calls to Help Desks.

6.5 Post-Implementation Project Plan

The Overall DBT phase plan is captured in the E2E Overall Delivery Plan (D-4.3). This plan is currently illustrative, but does include all generic activities expected across all parties aligned to the latest Transition approach, consisting of the staged releases as described in section 3.1 above.

This plan is currently illustrative because detailed (bottom-up) plans will only be developed during the Enactment Phase when the SI is procured, as well as the CSS and any other SPs. Once detailed plans from all parties and providers are available, it will be possible to develop a validated, 'left to right' plan for the DBT phase that is achievable and realistic.

6.5.1 Post-Implementation Timelines

The timelines for the Post-Implementation period itself have yet to be finalised. The post-implementation period will be deemed to be finalised when the programme has achieved the defined Exit Criteria for the Post-Implementation period through the appropriate governance mechanism. All parties and providers should therefore be prepared for this level and duration of activity for an appropriate period.[6]

This period should not be fixed as it requires all parties and providers to provide additional levels of support over and above BAU levels which will represent an additional cost and hence should be withdrawn as soon as the exit criteria are met. This may act as a natural incentive for all parties and providers to demonstrate they have achieved their Exit Criteria for post-implementation.

6.5.2 Post-Implementation Key Milestones

The only key milestone relating to Post-Implementation is the exit gate from the Post-Implementation period, which represents full and final handover to BAU.

6.6 Post-Implementation Resources

Each party will ensure they are adequately resourced to undertake the Post-Implementation activities in order to provide the required levels of Early Life Support and to support the Operational Transition Plan as developed by the SI.

6.7 Post-Implementation Deliverables

The following deliverables have been identified so far for Post-Implementation.

Document/Deliverable	Purpose/Scope	Who Produces	When
Individual Post-Implementation Plans	These should cover how each party and provider will respond to the E2E Post-Implementation Plan from DLS	All parties and providers involved in Implementation of the new E2E Switching Arrangements, including the SI	A minimum of 6 months prior to the planned Go Live date
Post-Implementation Reports (Progress and Completion)	Required to monitor progress in line with plans, and to accept completion (against exit criteria)	Responsible party (with appropriate assurance)	During and at completion of post-implementation period – submitted to relevant decision-making authority

Table 8 – Proposed Deliverables for Post-Implementation

[6] For indicative purposes, the equivalent period (between system 'go-live' and transition to a steady state model) in project Nexus took approximately three months.

7 Knowledge Transfer

Effective transfer of Knowledge from DBT to steady state is an essential part of Post-Implementation process and activities as covered in Section 6 above. A large amount of knowledge will have been build up during the DBT phase, both within individual parties' and providers' internal teams, and within the organisations and structures set up to temporarily manage and co-ordinate the E2E DBT work, such as the SI and DA.

All parties and providers, including the SI, DCC and Ofgem, should put in place effective knowledge capture arrangements such as Lessons Learned logs, Decision Logs, etc., throughout DBT so this can be transferred and made available to the steady state teams and structures set up for the new E2E Switching Arrangements.

All parties and providers should also plan to retain key members of the DBT teams for the Post-Implementation period, both to provide the enhanced early life support covered in Section 5 above, and to proactively transfer knowledge to the steady state service management and operations personnel. These personnel will ideally be embedded within and/or collocated with the steady state service management and operations team.

8 DBT Services, Assets and Facilities Held Over for Post-Implementation

DBT Services, Assets and Facilities (mainly Environments) to be held over to support Post-Implementation should include all those utilised in the DBT Phase to Design, Build, Integrate, Test and Transition the E2E Switching Arrangements, including any temporary arrangements for Data Migration and In-flight Switches.

Individual parties and providers, (including market participants as well as DCC and the SI), are required to keep these DBT assets and facilities in place until the Exit criteria for the Post-Implementation period have been met and full handover to steady state has been confirmed. This requirement will be underpinned by transitional measures in the new REC and other codes, and licence conditions as relevant.

Separately, the Operational Transition process as captured in the E2E Integration Plan will agree and define what DBT assets and facilities need to be transferred to steady state operations.

9 Post-Implementation Defect Management

As defined in the E2E Integration Plan, Operational Transition will ensure the effective transfer of DBT Defects that have not been resolved at Go-Live to steady state management arrangements as either Incidents or Known Errors.

The DBT Defect Management processes, tools, etc. will cease to be utilised from the Go-Live date and all defects logged and open at that point should be transferred to the appropriate Incident and/or Known Error database that forms part of the steady state service management design. From that point on, only Incidents will be raised (via the Service or Help Desks).

10 Next Steps

The E2E Post-Implementation Plan, together with the other DLS Phase E2E Delivery plans, will be used to inform subsequent products to support procurement activity (e.g. of the SI and CSS SP roles, as well as the E2E System Co-ordinator and Programme Assurance role, Market Participant Assurance and Core System Assurance roles). In respect of the CSS, separate CSS Delivery Plan and CSS Data Migration Plan products are being developed in the DLS phase to extract all relevant delivery requirements from the E2E products and supplement these with any additional requirements needed to effectively and efficiently manage the relevant service providers. These products will then inform the CSS Tender Pack(s).

The E2E Post-Implementation Plan, together with the other E2E Delivery plans, will also inform regulation including transitional regulation requirements to extract those requirements that are applicable to Market Participants and existing CDSPs.

However, the procurement of the CSS SPs and the SI will require them to propose their specific approaches, plans and solutions which will need to be harmonised and aligned with each other and, once agreed, fed back into the E2E Delivery plans and hence transitional regulations to ensure all parties and providers are aligned to the final CSS solution and Core Systems and Services Integration approach.

Given this context, this E2E Post-Implementation Plan, and the other E2E Delivery plans, should be considered as live reference documents that will require revision and update at key points to ensure continued alignment and relevance to the programme as it progresses.

Appendix A – Glossary

E2E Post-Implementation Plan Glossary

Acronym / Term	Definition
AKA	Also Known As (a.k.a.)
AS	Address Service
CR	Change Request
CRS	Central Registration System (synonymous with CSS)
CSS	Central Switching Service (synonymous with CRS)
DA	Design Authority (a.k.a. TDA)
DBT	Design, Build and Test
DCC	Data Communication Company (synonymous with Smart DCC)
DLS	Detailed Level Specification (a.k.a. Design Phase)
DNOs	Distribution Network Operators
DPP	Design Proving Project
DMT	Data Migration Test
E2E	End-to-End
EA	Enterprise Architecture
FAT	Factory Acceptance Test
GTs	Gas Transporters
IA	Information Assurance or Impact Assessment
IAAS (IaaS)	Infrastructure as a Service
ICT	Information Communications Technology

Acronym / Term	Definition
IT	Information Technology
ITIL	IT Infrastructure Library (Best Practice framework for IT Service Management)
PAAS (PaaS)	Platform as a Service
PMO	Project or Programme Management Office
RACI	Responsible, Accountable, Consulted and Informed (a.k.a. Responsibility Assignment Matrix)
SI	CSS and Core Systems Integrator
SIAM	Service Integration and Management
SIT	System Integration Test
SLA	Service Level Agreement
SRO	Senior Responsible Owner
TDA	Technical Design Authority (a.k.a. DA)
UIT	User Integration Test
QA	Quality Assurance

Appendix B – Summary of Transitional Requirements

This is a summary of activities which we expect will be undertaken by various market participants which may require transitional code requirements or licence conditions. It is expected that these transitional requirements will be developed during the Enactment Phase.

Affected party	**Activity**	**Requirement/type of requirement**
DCC (Role of SI and CSS Procurer and Manager)	Direction and management of SI activity and CSS SP(s) activity in early life phase	Change to DCC licence (management)
CSS and Core Systems Integrator (SI)	Planning, oversight and co-ordination of early life phase in respect of CSS and Core Systems Performance monitoring across CSS and Core Systems to ensure early life stability Effective Operational Transition Support Post-Implementation exit decision for programme governance Handover to normal governance and steady state service management and operations	Contractual relationship with DCC (Role of SI Procurer and Manager)
CSS Service Provider (s)	Maintain resources available during DBT phase for a fixed period after go-live Co-operate with instructions where necessary until verified as being stable Act as directed (by SI, DCC or Ofgem) to remedy issues where required Ensure effective handover to steady state service	Contractual relationship with DCC (Role of procuring CRS Providers)

	management and operations Provide enhanced level of early-life operational support	
GTs/DNOs	Maintain resources available during DBT phase for a fixed period after go-live Co-operate with instructions where necessary until verified as being stable Act as directed (by SI or Ofgem) to remedy issues where required Support steady state service management	Transitional requirements in REC
Suppliers (and supplier agents)	Maintain resources available during DBT phase for a fixed period after go-live Co-operate with instructions where necessary until verified as being stable Act as directed (by SI or Ofgem) to remedy issues where required Support steady state service management	Transitional requirements in REC
DCC (in role of DSP for SMETS II meters)	Maintain resources available during DBT phase for a fixed period after go-live Co-operate with instructions where necessary until verified as being stable Act as directed (by SI or Ofgem) to remedy issues where required Support steady state service management	Transitional provision in DCC licence