# Switching Programme Design Build Test (DBT) Phase Readiness/Programme Participant Mobilisation Readiness Framework

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| | **Team:** | Switching Programme |

# Introduction

The purpose of this document is to outline the criteria and assessment process, which will be followed to support the inaugural pan-Programme readiness assessment at the Design Build and Test (DBT) Entry. It builds on the concepts and principles outlined in the Draft Switching Success Factor document, which was issued to the Programme Board on 29 January 2019.

The Switching Success Factor document explained for each agreed programme assessment point, a readiness framework would be developed to provide a more granular level of detail of the specific criteria, which need to be attained to enter or exit 'Level 1' programme phases and take key programme decisions around Milestone attainment. This level of detail is required to support Programme Participants understand the expectations on them ahead of each Assessment Point (see appendix for defined terms) and provide a sufficient level of detail to give the Senior Responsible Officer confidence when making decisions.

**Figure 1 Indicative Switching Success Factors**
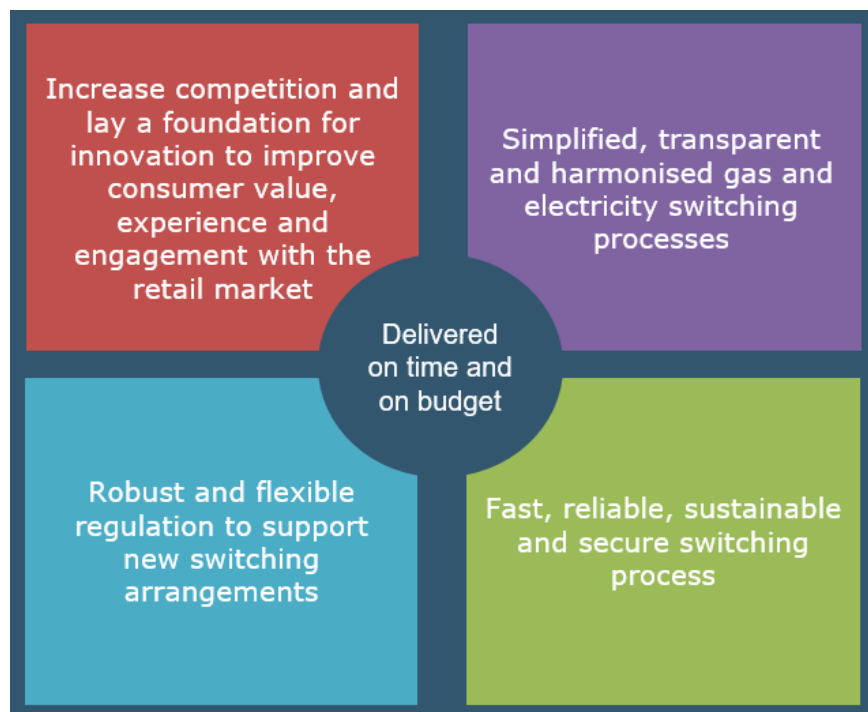


This document outlines the overall structure of the DBT Entry readiness assessment and the criteria to be attained by the relevant Programme Participants including:

- Ofgem
- DCC
- CSS Provider(s) (TBA)
- SI
- Existing System Providers (ESPs), comprising
    - Xoserve (Provision of IX, Data Enquiry Service (DES) and UK Link)
    - Gemserv (ECOES)
    - Electralink (Data Transfer Network (DTN))
    - DNOs (and St Clements where relevant) for the provision of the Meter Point Administration Service)
    - Smart DCC
- Licenced Parties, including:
    - Suppliers

- Shippers
- Distribution Network Operators
- Independent Distribution Network Operators
- Gas Transporters
- Independent Gas Transporters

As a principle, where organisations are using Agents (e.g. MOPs and MAPs) or third party providers, the expectation is that they will manage the impact of the Switching Changes on these agent parties. This includes reporting any material issues which may impact on the Switching Programme

The structure of the assessments is expected to remain relatively consistent for each assessment point. The specific criteria to be measured, however, will be tailored to ensure the right aspects are being assessed at each point. Figure 2 is an illustration of how the various assessment points will combine to provide the Programme with an increasing level of confidence to take a go live decision, and achieve Programme exit

**Figure 2 – Illustrative Assessment Framework**
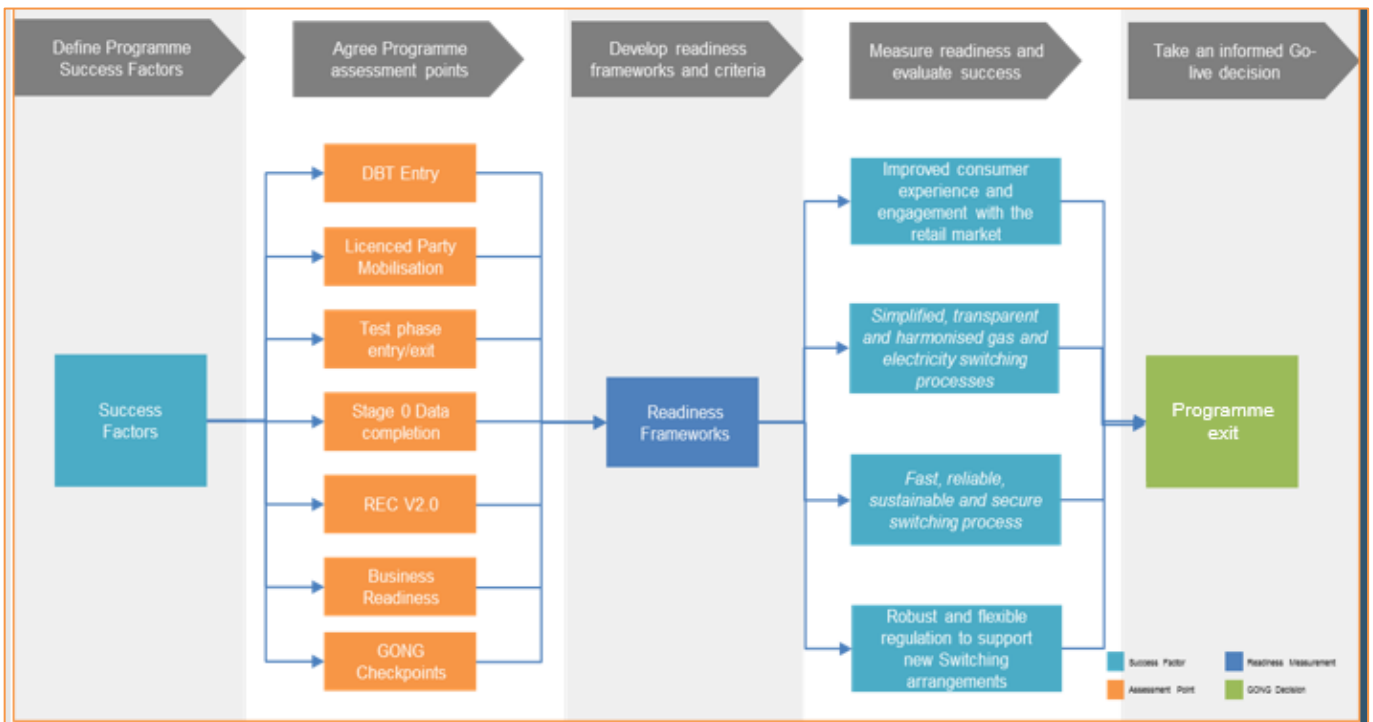


**Note** – Success factors descriptions are appended in this diagram for illustrative purposes

## DBT readiness assessment

# Principles

All readiness assessments will follow a similar approach and criteria will be designed based on a set of guiding principles. For DBT Entry these are:

- **Readiness Criteria:** Detailed criteria which will be expected to be met at each assessment point, in the first instance DBT Entry, which should always be able to be traced back to the Switching Success Factors (Figure 1)
- **Self-assessment**: Organisations will self-assess their attainment of the criteria, which are relevant to them, including Ofgem and the Programme Coordinator. The applicability of criteria to organisations is defined in the table of readiness criteria later in this document
- **Attainment Metrics:** Evidence which will be sought on any activity, which would demonstrate the attainment of the criteria
- **Milestone assurance**: Assurance will be conducted to determine if the evidence provided by a Programme Participant sufficiently supports their self-assessment. For this assessment, (DBT Entry) there will be no assurance conducted, other than that which Programme Participants may have commissioned themselves.
- **Supportive approach:** Ofgem, the Programme Coordinator, the SI (when in place) and the DCC will work with the relevant Programme Participants to drive progress towards the assessment point, answer queries and concerns with attainment of readiness criteria and address key risks and issues;
- **Risk based approach to decision making –** decisions will take in to account the readiness position across all criteria. Where criteria are not met, by 1 or more parties, the risk this introduces to the ability for the Programme to move forward as a whole will be taken in to account when decisions are taken.

These principles, and the roles and responsibilities outlined in the next section, are expected to remain relatively constant throughout the programme with only the specific criteria to be tailored to each assessment point.

# Roles and Responsibilities

The Switching Programme is a complex multi stakeholder landscape. In order to clarify the roles of the key parties during the DBT Entry readiness assessment the responsibility matrix in figure 3 has been created. Organisations included in the matrix and key to each readiness assessment include:

- **Ofgem** – Overall sponsor and ultimate decision maker. Ofgem activity will be supported by the Programme Coordinator
- **DCC** – Responsible for procuring, contracting and managing the CSS provider and Systems Integrator (SI) and Core System Assurance (CSA) provider
- **Programme Coordinator (PC)** - Responsible for end to end coordination of the Programme working alongside Ofgem, DCC and the SI to collate information across the entire programme
- **System Integrator (SI)** – When in place, responsible for delivery of the Central Switching Solution and coordinating the Existing Systems Providers' delivery plans
- **CSS Provider** - Provider of the central switching service
- **Existing System Providers (ESPs)** – Providers of existing core switching systems who will directly interface with the CSS solution, (this comprises; Xoserve, Gemserv, Electralink, Smart DCC (DSP) and the Distribution Network Operators (DNO) and Independent DNO's (inc. St Clements where relevant) in their capacity as an ESP
- **Licenced Parties (LP)** – All other impacted licensed parties who will need to demonstrate that they have plans in place and are ready to support key phases of the programme.

It should be noted that for DBT entry some of these parties e.g.SI, CSS may have not been appointed or may be in early mobilisation. This is reflected below and the RACI is expected to change as these parties mobilise and as Assurance activity commences.

**Figure 3: Responsibility Matrix for DBT Assessment Process**

| Responsible | R | Party who actually carries out the activity. Responsible to get the job done. |
|---|---|---|
| Accountable | A | Party who is ultimately accountable that the activity is carried out appropriately. Responsible parties are accountable to this organisation |
| Consulted | C | Party who is not directly involved in the process but may be consulted for input or advice. Consulted parties will also be informed of any output |
| Informed | I | Party/ies who may receive output of the activity for reference purposes |

| Activity | Ofgem | DCC | PC | SI | ESP and CSS | LPs |
|---|---|---|---|---|---|---|
| Take overall readiness decision | A/R | C | C | C | C | I |
| Collate all information across all Programme Participants and create reporting and decision making document | A | C | R | C | I | I |
| Collate relevant information across the new providers, the SI and ESPs and input in to reporting and decision making document | C | A | R | C | C | I |
| Provide self-assessment of readiness to Ofgem (via Programme Coordinator) as a Licensed Party | I | I | C | I | I | A/R |
| Report on Licenced Party readiness to programme governance | A | I | R | I | I | C |
| Provide self-assessment of ESP/CSS (includes DCC DSP) readiness to Programme Coordinator | C | C | R | C | A/R | I |
| Report on ESP and CSS readiness to programme governance | C | A | R | C | C | I |
| Support and guide Licenced parties (including DCC Switching Programme) through the readiness assessment | A | I | R | I | I | C |
| Support and guide Core Systems Providers (ESP and CSS) through the readiness assessment | C | A/R | R | C | C | I |

**ESP = Existing System Provider, PC = Programme Coordinator, SI = Systems Integrator, CSS - Central Switching Service Provider, LP = Licenced Party**

# The DBT Entry readiness criteria

Figure 4 below outlines the specific readiness criteria, which will be assessed at DBT Entry. It sets out the criteria, the related Switching Success Factor, the proposed attainment metrics and the organisations to whom the criteria apply. Details of the assessment process, timelines and reporting are found in subsequent sections of this document. We will also ask you to provide you self assessment on your overall readiness to enter DBT.

**Figure 4 - DBT Entry readiness criteria**

| Success Factor | Ref | Readiness Criteria | Attainment Metrics | Applicable Organisation | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | Ofgem | DCC | ESP | CSS | SI | PC | LPs |
| Roles and responsibilities for implementation and operation of the CSS, supporting systems and industry processes are clearly defined **[Success Factor Reference 3.1*]** *These references are taken from the Success Factor Document* | DBT 001 | Appropriate agreements on cooperation are in place between all applicable Existing Systems Providers, the System Integrator and DCC as the CSS manager. For example the memorandum of understanding (MOU) | • Signed cooperation agreements relating to your organisation are in place <br> • REC updated to include relevant matters pertaining to the DNO's <br> • Evidence of ESP agreement | X | X | X | | X | | |
| | DBT 002 | The DCC procurement for Project 1 (CSS Provider) has selected and contracted with a provider(s) and the procurement process was deemed to have been followed appropriately | • Signed contract with CSS Provider <br> • Procurement assurance report confirms a fair process has been followed | | X | | X | | | |
| | DBT 003 | The DCC procurement for Project 2 (SI) has selected and contracted with a provider | • Signed contract with SI | | X | | | X | | |
| | DBT 004 | The DCC procurement for Project 3 (CSA) and 4 (Service Management) have concluded or are on track to conclude to planned timelines | • Status reports demonstrate plans are on track to complete <br> • Confirmation that plans are on track to complete | | X | | | | | |

| Success Factor | Ref | Readiness Criteria | Attainment Metrics | Applicable Organisation | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ofgem | DCC | ESP | CSS | SI | PC | LPs |
| | DBT 005 | Programme Coordinator has mobilised and the transition of activity from Ofgem progressing to plan | • PMO approach document completed<br>• PC PMO leading on reporting and governance<br>• A draft Milestone assurance framework is in place with a plan to finalise by 30 April 2019<br>• Industry coordination/engagement approach defined<br>• Success Factor framework agreed | X | | | | | X | |
| | DBT 006 | All other Programme Delivery Partners (Ofgem, DCC, CSS, ESPs and SI) have sufficiently mobilised for DBT | • Project Teams are resourced and on boarded and/or there is a finalised on boarding plan<br>• Access to systems and documentation required to support programme delivery activity has been provided where required<br>• Credible mobilisation plans which align to key milestones on the central DBT plan are in place<br>• Evidence, through status reporting, shows that activity is proceeding according to the plan, or where not, impacts are manageable | X | X | X | | X | | |
| | DBT 007 | Output from Licenced Party Mobilisation engagement surveys shows positive engagement and that planning activity is in progress ahead of the formal Licenced Party Mobilisation milestone | • Information received from the LP mobilisation survey shows positive trajectory in engagement and preparation activity in the industry<br>• LP Mobilisation/programme plans have been provided | X | | | | | | X |
| | DBT 008 | Industry wide stakeholder engagement and coordination plans have been developed and communicated to the industry to ensure Licenced Party Mobilisation activity continues post DBT Entry | • PC and DCC stakeholder plans are complete, credible and activity has commenced where possible | X | X | | | | X | |

| Success Factor | Ref | Readiness Criteria | Attainment Metrics | Applicable Organisation | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ofgem | DCC | ESP | CSS | SI | PC | LPs |
| | DBT 009 | All amendments to DCC and industry licences have come into force from | • Confirmation that all licences have come into effect successfully | X | | | | | | |
| Documentation is in place and available to all Programme Participants including Requirements Traceability<br><br>**[Success Factor Reference 2.4]** | DBT 010 | The plan to refine and baseline the DBT/Programme plan is agreed and is on track to deliver by the end of May 2019 | • Plan for the Plan timeline defined and agreed<br>• Evidence that progress in on track to deliver<br>• Evidence of sufficient consultation and engagement with Programme Participants | X | X | X | | X | X | X |
| | DBT 011 | Proposed Assessment points on the DBT plan which will be used to measure readiness, take decisions and be subjected to assurance have been drafted, subject to approval by 30 April 2019 when the Milestone Assurance Framework is finalised | • Agreement at appropriate implementation group of the assessment points<br>• Baselined Success Factor Framework<br>• A draft Milestone assurance framework is in place with a plan to finalise by 30 April 2019 | X | | | | | X | |
| | DBT 012a | There is a clearly defined Change Process to manage change to design, plans and other baselines programme artefacts during DBT | • Gap analysis of current CR process completed<br>• Plan to finalise CR process by 30 April 2019 once CSS/SI are mobilised | X | X | | | | | |
| | DBT 012b | A finite list of approved changes (Between 1 December and 28 February) have been identified, all baselined documentation has been updated to fully reflect them, and the CSS provider, and any other delivery partner impacted, have agreed the changes do not materially impact planned activity. | • Updated DB4 document<br>• A clear list of accepted and in progress changes<br>• | X | X | | | | | |

| Success Factor | Ref | Readiness Criteria | Attainment Metrics | Applicable Organisation | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ofgem | DCC | ESP | CSS | SI | PC | LPs |
| | DBT 013 | The Systems Integrator is on track with the creation of the integration approach and has engaged with the relevant programme parties to explain the purpose and the planned approach to integration | • Draft integration approach shows positive progress<br>• Feedback from consulted parties gives confidence that the approach is appropriate and will be completed to planned timeline | | | | | X | | |
| Transition from programme governance to appropriate industry governance is planned and delivered<br><br>*[Success Factor Reference 2.1]* | DBT 014 | The DBT Governance Framework has been agreed and communicated to Programme Participants with an approved governance transition plan in place | • DBT Governance Framework approach has been agreed at the Programme Board<br>• Terms of reference for governance forums have been agreed or have a clear plan to reach agreement<br>• Representatives have been identified<br>• Based on the governance transition plan, relevant meetings have been held and Terms of Reference (ToRs) agreed | X | | | | | X | |
| Switching arrangements do not have a material adverse impact on current industry processes or services<br><br>*[Success Factor Reference 2.5]* | DBT 015 | Consequential change which is non-reliant on the CSS physical interface design has been identified and included in Existing System Providers plans and activity aligns to DBT plan milestones | • ESP plans show appropriate consideration of consequential change activity<br>• ESP status reports show that planned activity is on track to complete | | | X | | | | |
| Data is of a sufficient quality, complete and supported by an effective data migration processes | DBT 016 | A data working group has been fully mobilised, has good representation/engagement and has established a clear mandate against which | • Standing agenda established and special areas of focus agreed to end 2019<br>• A Data Working Group plan is in place and being executed based on a set of priority activity | X | X | X | | | X | X |

| Success Factor | Ref | Readiness Criteria | Attainment Metrics | Applicable Organisation | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ofgem | DCC | ESP | CSS | SI | PC | LPs |
| *[Success Factor Reference 3.3]* | | demonstrable progress is being made on prioritised activities | • Monitoring of progress on resolution of identified data issues established<br>• Actions tracked and resolved in reasonable timescale.<br>• Unresolved actions escalated with a mitigation plan agreed | | | | | | | |
| | DBT 017 | Key data risks have been identified and have appropriate mitigation plans and clear accountability established | • Participants requested to submit risks through Data Working Group<br>• Risks reviewed, discussed, prioritised, and agreed at Data Working Group<br>• Mitigation plans for risks agreed by owners of each respective plan | X | X | X | | | X | |
| | DBT 018 | Stage 0 data preparation activity is on track and relevant programme participant plans support key activity required to deliver this phase | • A plan is in place showing key activity and progress for Stage 0.<br>• Plans and status are reported against at the Data Working Group<br>• Status reports show that activity is on track to complete by July 2019 and where there are risks, clear mitigation actions have been established | | | X | | | | X |
| Cost effectiveness and benefits delivery is proven through a positive final business case (FBC) which is maintained until Go Live *[Success Factor Reference 3.5]* | DBT 019 | The Final Business Case (FBC) has been approved and updated to account for the latest central system and existing system costs | • The decision to proceed with RP2a has been taken by the Programme Board<br>• The FBC has been approved by the SRO<br>• The FBC has been published on the Ofgem Website | X | X | X | | | | |
| The innovation roadmap, flexibility and adaptability has | DBT 020 | CSS bid responses have adequately addressed the innovation (adaptability and | • Evidence has been presented to the Programme Board relating to the successful bidder meeting the agreed thresholds in the | X | X | | | | | |

| Success Factor | Ref | Readiness Criteria | Attainment Metrics | Applicable Organisation | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | **Ofgem** | **DCC** | **ESP** | **CSS** | **SI** | **PC** | **LPs** |
| been proven by the CSS provider *[Success Factor Reference 3.9]* | | flexibility) requirements as set out in the Procurement Process and FBC document | procurement process, and Ofgem has a high degree of confidence in the adaptability of the solution | | | | | | | |
| The REC is sufficiently updated, aligned to the logical design with planned updates that are clear to all Programme Participants with respect to the new switching arrangements *[Success Factor Reference 4.1]* | DBT 021 | Licenced parties have acceded to RECv1 | • Licenced parties confirm they have signed up to RECv1<br>• Accession agreements in place;<br>• Interim Board appointed<br>• 2019/20 budget agreed<br>• Initial payments by REC parties made | X | X | | | | | X |
| | | | • | | | | | | | |

It is recognised that organisations may be tracking their own readiness criteria for key phases of the Programme, which may be at a more or less granular level. This assessment framework considers readiness from an industry-wide perspective. Programme Participants should map their detailed criteria to the industry level criteria that are outlined in this document if required.

# Timeline for the Assessment and Decision

The assessment period is planned to run in February and March 2019. During this period, there will be one self-assessment, risk based follow up and a final report provided to the Delivery Group on the 26 March 2019. The report will include an indicative decision to proceed, or not. It is anticipated that all criteria may not be fully met at this point, and therefore the indicative decision will be based on the Delivery Group seeing a positive direction of travel and credible plans to meet the agreed criteria by 2 April 2019 which is the formal date for DBT Entry.

Depending on the information presented a second; adhoc meeting may be required to discuss any material risk items. If there are not any material risks, confirmation of the decision may be taken via an email update to the attendees providing a final readiness position.

The proposed schedule is outlined below (any changes will be communicated to all Programme Participants):

- **Self-Assessment Launched** – 20 February 2019
- **Self-Assessment completed** – 8 March 2019
- **Delivery Group (Indicative decision)** –26 March 2019
- **Risk based follow up** – 9 March - 26 March 2019
- **DBT Entry 2 April 2019** - Level 1 Milestone achieved

# The Assessment process

The process will be based on self-assessment by relevant Programme Participants, including Ofgem, against the agreed criteria. At the self-assessment point, organisations will assess their position on the attainment of the relevant criteria, against the status' defined below. If an organisation is reporting as 'Amber', or 'Red' they would be expected to also provide mitigating actions to get back on track, or clearly identify the blockers where additional support may be required.

An organisation's self-assessment will be by rating each criteria as either:

- **Blue** – meaning the criteria has been attained

- **Green** – meaning that you are on track with planned activity relating to the attainment of the criteria (when looking ahead to the DBT Milestone you projecting to be complete and achieve a **Blue** status);

- **Amber** – meaning that the criteria have not been attained, you are off track with planned activity and are not expected to have attained the criteria by the time the DBT Milestone (2 April 2019) is reached. **However**, a credible mitigation plan **exists** to manage the impact of non-attainment without affecting the critical path: or

- **Red** – meaning that the criteria have not been attained yet, and are not expected to be attained by the time the DBT Milestone (2 April 2019) is reached. **And a credible mitigation plan does not exist** to manage the impact of non-attainment without affecting the critical path. In other words, based on their current plan, the organisation will not be ready for DBT entry


*Example 1, at the self-assessment an organisation may not have developed a credible project plan however, they may have identified a project team and fully expect a plan to be available by the point the milestone is reached on 2 April 2019. In this situation the organisation should report as ''Green'*

*Example 2, at the self-assessment an organisation may not have developed a credible project plan and **have not** identified a team and **do not** expect a plan to be available by the point the milestone is reached on 2 April*

*2019. In this situation the organisation should report as 'Red'*

*Example 3, at the self-assessment an organisation may not have developed a credible project plan and, due to internal demands on resources, is not expected to complete the plan by the time the milestone is reached on 2 April 2019. However, agreements have been made to release relevant resources to complete the activity within a timeframe, which does not affect your ability to meet critical path timelines. In this situation the organisation should report as 'Amber'. The detail of these mitigation plans should be provided.*

An organisation will be considered to have self-assessed as "ready" if it has not rated attainment of any criteria as 'Red'. Where an organisation has self-assessed as 'Amber', they will be expected to provide a credible mitigation plan to bring themselves back on track.

The DBT entry assessment will be done via a survey tool used previously by Ofgem for various surveys. For future assessments the Programme Coordinator will make available their web-portal for Programme Participants to provide information and Licenced Parties will be expected to use this to provide self-assessment information. The SI may choose to use their own technology when they are on-board and provide the output to the Programme Coordinator to consolidate for reporting purposes, this will be confirmed once the SI is mobilised.

The DBT entry assessment will not be subjected to assurance, other than that Programme Participants have commissioned themselves. For future assessments, the Milestone Assurance Framework will outline how assurance will operate during the assessment process. The detail of this will be finalised once the Licenced Party and Core Systems Assurance Providers are in place.

However, when assurance is being conducted, it may be reasonably expected that it will be sample based and take the form of:

- Reviewing the self assessed status and the supporting evidence provided;
- Picking a sample of organisations to visit and inspect 'first hand' to understand how they have interpreted the criteria and the level of evidence they have reviewed to support their self-assessment; and
- Bilateral meetings with Programme Participants to validate that the information provided as evidence sufficiently demonstrates that the criteria has been achieved.
- A summary assurance report outlining the activity undertaken and the risks which may have been identified

# Reporting and final decision

The Delivery Group will monitor the status against the agreed criteria at their regular meetings.

At each checkpoint and assessment point, the Programme Coordinator and the Ofgem Switching Programme team will produce a short report that will be presented to the Switching Programme Delivery Group. This is the standard reporting approach for all assessments and may be refined depending on the information required by the Delivery Group. This report will include:

- An overall statement of attainment of the entry criteria at each checkpoint in the lead up to the entry of any phase;
- An overall statement of the forecast attainment of the entry criteria;
- Recommended mitigating actions that the programme should take to remediate any issues relating to criteria attainment (actual or potential future issues); and
- A recommendation on whether to proceed with the current schedule or re-plan.

Where participants are not ready or are not ready against certain criteria, an evaluation of the level of risk this presented to the market will be required along with recommendations to the Switching

Programme Board. This is expected to include consultation with the market through governance forums, cross programme working groups and bilateral meetings.

Ofgem (via the Senior Responsible Officer), as the ultimate decision-maker for the Switching Programme will have the final decision.  As with all Programme decisions, however, the ambition is for the decision to be made by consensus.

# Appendix

## Glossary of useful terms

| |
|---|
| **"Core Systems"** include the CSS, UK Link, MPAS, ECOES, DES and DSP. This also includes the Communications Networks |
| "**CSS**" means the Central Switching Service, which is the subject of this procurement. |
| "**DBT**" means the design, build and testing activities to develop the new CSS. |
| "**DCC**" refers to Smart DCC Ltd |
| **"DES"** means the Gas Data Enquiry Service. |
| **"DNO"** means a Distribution Network Operator. |
| **"DSP"** refers to DCC's Data Services Provider. |
| **"Energy Supplier"** refers to a company supplying gas and/or electricity to a consumer. |
| **"Ofgem"** refers to the Office of Gas and Electricity Markets. |
| **"Programme Participants"** means any party impacted by the proposed changes to the E2E Switching Arrangements. |
| **"REC"** means the Retail Energy Code, which is still in draft form. |
| **"Shipper"** refers to any company that arranges for the Transporter to move the gas from the beach to the consumer |
| **"Switch"** means to change Energy Supplier. |
| **"Switching Programme"** means the Ofgem Programme to introduce faster, more reliable and cost effective switching between Energy Suppliers for consumers. |
| **"Success Factors"**  Statement, which if proven, will enable the Switching Programme to demonstrate it has met the objectives outlined in the Final Business Case (FBC). |
| **"Assessment Points**" Agreed milestones on the DBT Plan that require scrutiny due to their significance or the risk they present to the overall Switching Programme. These will be agreed by at the Delivery Group and based on the current DBT plan examples of Assessment Points are expected to include:<br><br>• DBT Entry<br>• Licenced Party Mobilisation<br>• SIT Entry/Exit<br>• UEPT Entry/Exit<br>• End to End Testing Entry/Exit<br>• Stage 0 milestone<br>• Intermediate business process milestone checkpoints<br>• Go/No-Go (GONG)<br><br>Leading up to these assessment points there will be a set of checkpoints to provide early visibility of progress and allow mitigating actions to be taken. This approach is explained in more detail in section 2 and will be finalised in the overall GONG Framework. |

"Readiness Frameworks" Detailed frameworks developed for each agreed assessment point which outline as a minimum:

- The timeline for the assessment, including the checkpoints ahead of the milestone decision
- The mechanism for gathering information from Programme Participants
- Relevant criteria for the specific assessment point on the DBT plan. The framework will specifically outline as a minimum:
  o Which criteria apply to each Programme Participant or group of Programme Participants
  o The Success Factor/s which each criteria is related to
  o The thresholds expected to demonstrate criteria attainment
  o The evidence required to support attainment of each criteria
  o The reporting process and decision making approach to help guide
  o Programme Governance and provide transparency to all Programme Participants

**"Readiness Criteria"** Individual criteria, which can be measured at each assessment point. The Programme Participants will be expected to self assess themselves against the attainment of each criteria and provide supporting evidence.

**Programme Delivery Partners -** A term used when referring to the group of organisations central to end to end programme delivery including; Ofgem, DCC, Programme Coordinator, SI, CSS Provider, ESPs and assurance providers once on board.