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Action:	**For Decision**

SEC Technical Issue Resolution Capability and TSIRS transition to SECAS - Programme overview

1. Purpose

This paper outlines the programme that will transfer issue resolution activities undertaken by BEIS to SECAS, on behalf of SEC Panel, as part of the enduring governance model for the Smart Energy Code. This paper summarises the scope of the programme, including the required workstreams and activities. We are requesting the Panel's approval of this paper. The Board will then be requested to approve the programme spend.

2. Programme overview

The purpose of this programme is to define and deliver the transition of capabilities, systems and processes required to manage any issues with the technical code specifications for smart metering, including the secretariat support to the Technical code specification Issue Resolution Subgroup (TSIRS). The transition will be from BEIS, who currently provide both the issue resolution capability and secretariat support for TSIRS, to SECAS.

This paper outlines the activities required to deliver the transition. We intend to complete Phase 1 (Definition) this financial year, with Phase 2 (Delivery) next financial year, to tie in with BEIS' expected transition date of early 2021.

Why are we transitioning capability from BEIS to SECAS?

The transition of the technical code specification issue resolution capability and the secretariat of TSIRS is part of the move to the enduring governance model for smart metering. As the Smart Implementation Programme (SMIP) matures and moves towards completion, the governance will move from implementation phase arrangements to a series of post-programme, enduring arrangements. In relation to the issues or questions that are raised against the technical code specifications, a specialised service is currently provided by SMIP. This specialised service, and the capabilities that enable it, will transition to be managed through the enduring model of governance.

3. Programme activities

The activities for this transition programme have been split into two phases:

The activities described in phase 1 will shape the approach to be adopted in the delivery phase.

Phase 1 – Programme Definition

- Confirms the scope and service expectations for the technical code specification issue resolution capability in an enduring Business as Usual (BAU) state
- Confirms the activities and associated costs for transition activities

Key Deliverables which will be produced or updated during this phase include:

- Detailed costed plan for the transition and ongoing operation of the SECAS technical code specification issue resolution capability
- A programme definition document
- Inputs into the 2020-23 SEC budget

Phase 2 – Programme Delivery

- Delivers the outcomes and outputs that underpin a successful transition
- Manages the programme and ensures a proactive approach to communication and management of risk
- **Comprises four workstreams**:
    1. Designing and implementing changes to the governance documents
    2. Developing the issue resolution capability within SECAS
    3. Onboarding, handover and knowledge management
    4. Systems and Artefacts

Workstream 1: Preparing the governance documents

This workstream will review and make the necessary updates to the documents that underpin the governance arrangements around technical code specification issues. We will:

- implement the changes to roles, responsibilities and rules for SECAS and other parties involved in the resolution of issues relating to the technical code specifications. Any lines of escalation for issues that require sign off beyond TSIRS will also be updated.
- update and transition any key artefacts (e.g. issue log) to be transitioned to SECAS
- update the terms of reference for TABASC and for TSIRS and TBDG (if required) so that they allow for capability to transition from BEIS to SECAS. These updates may also include updates to the scope, to focus TSIRS only on issues relating to the technical code specifications.
- outline the logistical elements relating to the first year of TSIRS being organised through SECAS. These elements include venue, catering, secretariat support, the production of agendas and minutes and the Sub-group Chair.

Key Deliverables which we will produce or update during this workstream include:

- Updated Terms of reference for TABASC, and TSIRS and TBDG (if required)
- First year plan for TSIRS venues, catering and Sub-group Chair

Workstream 2: Onboarding, handover and knowledge management

This workstream will establish the issue resolution capability within SECAS to a standard that enables the key activities in this area to seamlessly transition between BEIS and SECAS. Within this workstream we will:

- develop the detailed capability requirements needed within SECAS to deliver a seamless transition. This will include team, role and person specifications. The size and seniority of the team will also be confirmed
- fulfil the role requirements through a mix of recruitment, redeployment and the transition of contract resources (as required)
- confirm start and transition dates for key personnel involved

Key Deliverables which we will produce or update during this workstream include:

- SECAS issue resolution team organogram and role profiles
- Issue resolution team sourced, and ready for onboarding and knowledge transfer

Workstream 3: Consolidation and simplification

This workstream will coordinate the onboarding of the SECAS issue resolution team. During onboarding, staff will learn about the history of the technical code specifications and issues that have been resolved. Staff will be introduced to the key stakeholders involved in TSIRS, along with key parties from industry who submit issues. During this workstream we will:

- ensure that any new members of staff have computers, access to the SECAS office, logins for key systems, and a development plan to help them grow in their role.
- arrange an on-boarding day and work-shadowing with key stakeholders from BEIS, to ensure an adequate introduction to the Technical code specifications and issue handling approach
- prepare introductions between staff and key stakeholders involved in TSIRS

Key Deliverables which we will produce or update during this workstream include:

- Work instruction manual for issue resolution capability and the secretariat support for TSIRS
- Development plans for all staff working within the SECAS technical code specification issue resolution team
- Sign off statement to confirm that the capability can transfer from BEIS to SECAS with no disruption to the service.

Workstream 4: Systems and Artefacts

This workstream transitions the systems and key artefacts that are used in technical code specification issue resolution. In this work stream we will:

- confirm and remove any documents which contain sensitive information only relevant to BEIS
- confirm the viability and, if viable, transition the Huddle account to SECAS ownership
- confirm and implement any mailbox forwarding for a defined period of time before communicating with stakeholders that all new issues will be sent to a SECAS mailbox

- confirm the channels through which we will interact with parties who have raised issues.

Key Deliverables which we will produce or update during this workstream include:

- Issue Resolution log – transitioned to SECAS
- Optional: An online forum on which to hold discussions regarding technical issues
- Updated templates (for TSIRS agenda, minutes and other reporting documents)
- Huddle contract, confirming transition of ownership to SEACS
- Transition policy and communications materials that outline the end of inbox forwarding from BEIS to SECAS.

Supporting work

Success for these changes will be dependent on key stakeholders being fully informed. We will provide information, guidance and education pieces throughout definition and delivery of the programme. We have outlined two additional supporting workstreams for programme communications and transition management. These workstreams will ensure that key messages are delivered to audiences to minimise any surprises among stakeholders. The transition management workstream will also oversee work to drive capability effectiveness within SECAS, to match current levels under BEIS.

Project timescales

We intend to complete Phase 1 (Definition) in time for presentation at the December 2019 Panel meeting. Transition of the capability, as outlined in Phase 2 (Delivery) will need to commence at least 6 months before the desired transition date (to be confirmed by BEIS). We recommend these are initiated soon to ensure deep knowledge transfer and minimising disruption to stakeholders involved.

4. Next steps

If the Panel are happy with the scope, the Board will be requested to approve spend for this project. We will then commence Phase 1 (Definition) of this programme and keep Panel informed of progress.

5. Recommendations

The Panel are requested to:

- **APPROVE** Phase 1 to proceed; and
- **NOTE** that the Board will be requested to approve the project spend for Phase 1.

Jahan Haroon

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4 October 2019