

# **Business Support Function For Alternative Home Area Networks**

## **Appendix 1 Service Requirements (For RFP Stage)**

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## Document Revision History

### Revision History

Version	Issue Date	Description of Version / Changes	Author
0.1	01 June 2016	Initial Draft	Adrian Rudd
0.2	08 July 2016	Quality and Technical Review	Chris Cook / Haz Elmamoun / Paul Coyle
0.3	13 July 2016	AHF Review	Adrian Rudd

### Approvals

Name	Responsibility	Date of Signature	Version
Alt HAN Forum	Industry Forum responsible for the delivery of Alternative HAN services		1.0

### Related Documents

Description of Version / Changes	Version
00_Business Support Function RFP	1.0
A2_Business Support Pricing Schedule for RFP	1.0
A3_Business Support T&Cs for RFP	1.0
A4_Business Support NDA for RFP	2.0
A5_Indicative High Level Plan	1.0
A6_Alternative HAN Target Operating Model	2.0

## **Preface – Competition Law**

Energy UK, the Alternative HAN Forum and Alt HAN Project team members have confirmed that they have undergone relevant training to raise their awareness of, and ensure compliance with, applicable competition law, including the Competition Act 1998 and Articles 101 and 102 EC and that they will not discuss matters that would or might lead to any breaches of competition law.

Competition law advice received by Energy UK with regard to shared Alternative HAN installation and maintenance services for smart metering described that coordination between suppliers is permissible as long as certain safeguards are in place.

Appropriate regulatory obligations are being placed on all suppliers to develop Alternative Home Area Network (HAN) services. This should ensure that cost efficient services are available to the industry at little commercial risk. The implementation of the regulatory obligations requiring competing energy suppliers to co-ordinate on delivery of Alt HAN solutions should minimise the risk of successful competition challenge from regulators. However, it is acknowledged that this risk is not eliminated by the presence of regulatory obligations.

It should be noted that current the Department of Business, Energy and Industrial Strategy (DBEIS)<sup>1</sup> proposals do not obligate suppliers to use Alt HAN solutions or services. This means that participants could choose not to coordinate or step out of arrangements at any time although they will be required to provide funding through regulatory mechanisms.

Reference to competition legal guidance and the safeguards, noted above, will be used as part of the project risk management arrangements.

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<sup>1</sup> Formerly Department of Energy and Climate Change (DECC)

# 1. Introduction

## 1.1 Background

The UK Government requires that energy suppliers install smart electricity and gas meters in all of their residential and small business customer premises within Great Britain (GB) by the end of 2020. It is recognised that in approximately 3.5% of GB premises Standard 2.4GHz and 868MHz HAN technologies will not connect all smart metering devices and that Alternative HAN (Alt HAN) technologies will be necessary to allow energy suppliers to complete their rollouts.

Due to a number of market, competition constraints and recognition of the immature status of Alternative HAN technologies, DBEIS has decided to put in place regulatory arrangements to require all energy suppliers installing smart meters to coordinate activity to deliver Alt HAN services.

An Alternative HAN Forum will govern and oversee the design and delivery of Alt HAN services and technological solutions. The Alt HAN Forum will be made up of all energy suppliers operating in the GB smart metering market, who will be responsible for funding the purchase of these solutions.

An Alternative HAN Company (Alt HAN Co.) will act as a procurement vehicle for delivery of Alt HAN solutions implementing decisions made by DBEIS intend that the Alt HAN Forum and Alt HAN Co was made formally operational on 13 July 2016. In the interim period prior to the regulation being designated, the Smart Energy Code (SEC) allowed the forum to be established on a transitional basis to allow the delivery of Alternative HAN services to continue. This was referred to as the Transitional Alt HAN Forum (TAHF). Under the TAHF, an Alt HAN delivery project was established to start the Alt HAN design work. This work has now transferred to the enduring Alt HAN Forum.

Under this governance and delivery model, this Business Support Function Service Requirements document has been developed to outline the anticipated service requirements to support Alt HAN delivery to reflect the Alt HAN Target Operating Model (TOM).

## 1.2 Document Purpose

The purpose of this document is to capture the Business Support Function Service Requirements, to inform the procurement of the support roles to facilitate Alt HAN Service Provision. This document revision is supporting the Request for Proposal (RFP) stage of the procurement process for the Business Support Function Services.

## 1.3 Document Scope

### 1.3.1 In Scope

Alt HAN Business Support Function covers:

- Definition of Alt HAN high-level requirements relating to business support services for the Secretariat, Administrative, Legal, Accountancy, Financial, Enduring Procurement, Contract Management, Project Management and Delivery.

### 1.3.2 Out of Scope

'Out of scope' items for the Business Support Function are:

- Requirements relating to the Alt HAN Operational Services;

- Operational requirements relating to Technology Providers; and
- Any other item that is not within the scope defined in section 1.3.1.

## 2. Service Provision Roles and Responsibilities

This section, to provide context, covers the roles and responsibilities of parties within the Alt HAN operation as defined in the Target Operating Model (TOM). The information in this section is a summary extract from the TOM – full details are covered in that document. The coverage in this document relates to the roles within the service provision for the Business Support Function.

### 2.1 Alternative HAN Business Support Function

The following diagram sets out the roles within scope of the business support services and provides a high level overview of their responsibilities.

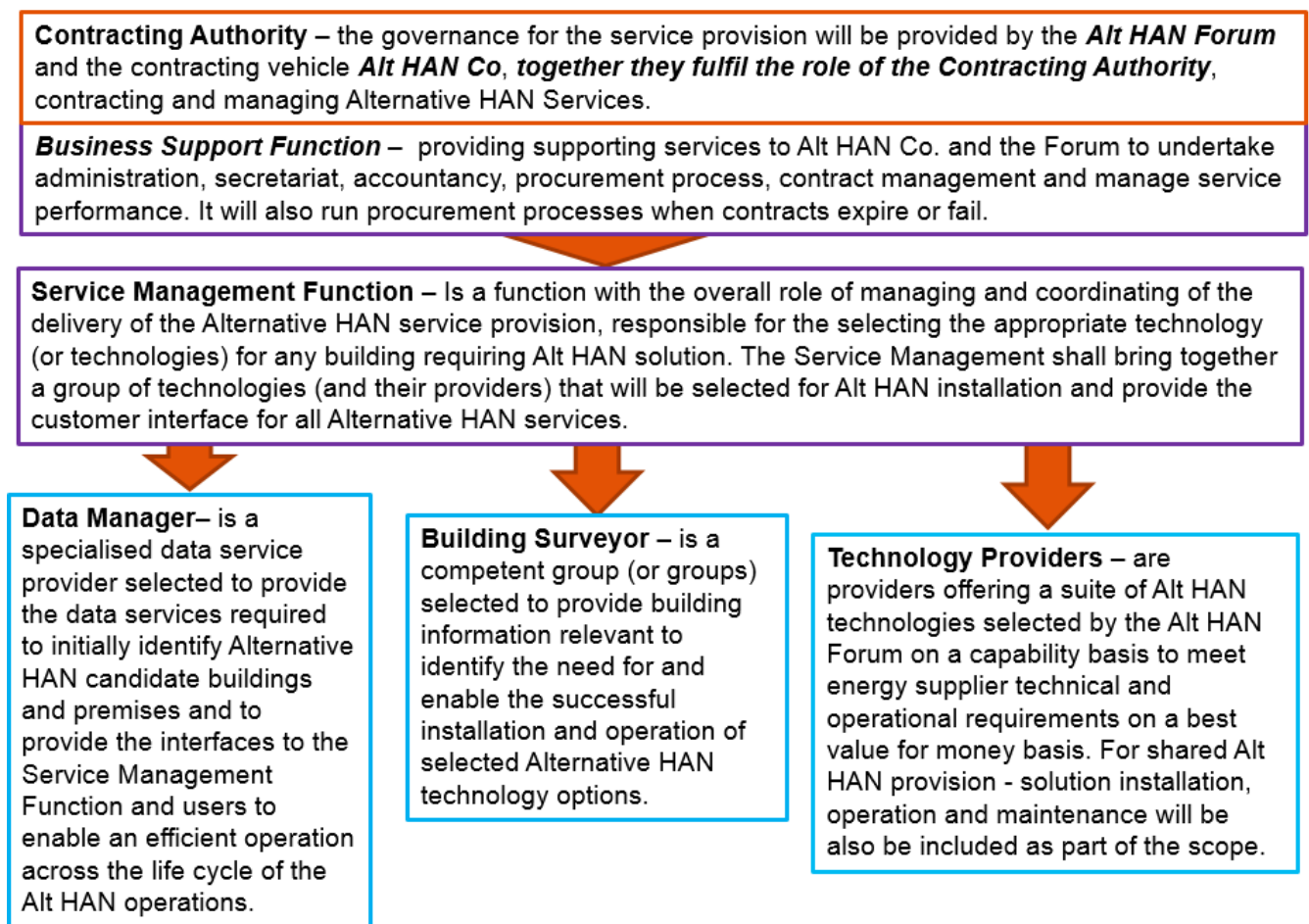


Figure 1 – Overview of Alt HAN Services Roles and where the Business Support Function is placed

### 3. Service Requirements

This section sets out the requirements to support and facilitate Alt HAN services being provided to energy suppliers, these requirements are split into four Lots, as follows:

- (Lot 1) Secretariat and Administrative support services.
- (Lot 2) Legal, Accountancy and Financial support services.
- (Lot 3) Enduring Procurement and Contract Management support service.
- (Lot 4) Project Management & Delivery support services.

Respondents are requested to provide draft performance management metrics (i.e. Key Performance Indicators and Service Levels) for each requirement. Those performance management metrics will form part of proposal evaluation and captured in the terms and conditions to the contract(s). Alt HAN Co reserve the right to propose its own service levels, milestones and key performance indicators at any stage of this procurement.

For each section (e.g. A, B, C, etc...) respondents should for each describe their experience in relation to the requirement and how they propose to deliver the requirement.

The following sub-sections cover the requirements for each Lot.

#### 3.1 (Lot 1) Secretariat and Administrative support services

##### 3.1.1 High Level Requirements

- A. *Alt HAN Forum and Alt HAN Co Board Secretariat*
- B. *Alt HAN Forum and Alt HAN Co general administrative support*

##### 3.1.2 Detailed Requirements

- A. *Alt HAN Forum and Alt HAN Co Board Secretariat* - The Alt HAN Secretariat shall perform those tasks and functions expressly ascribed to it under the SEC (Section Z), and any other tasks and functions that either the Forum or Alt HAN Co may assign to it from time to time. In particular, the Alt HAN Secretariat shall:
  - Support the election of Alt HAN Co Board Members in accordance with the provisions of the SEC;
  - Support the voting of Alt HAN Forum Members in accordance with the SEC;

- Provide such other support to the proceedings of the Alt HAN Forum, any Alt HAN Forum Sub-Group and the Alt HAN Co Board as each of them may respectively require; and
- Provide or procure such facilities and services in connection with the operation of the Alt HAN Forum, any Alt HAN Forum Sub-Group and the Alt HAN Co Board as each of them may respectively require.

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>A.1</b>	Appointment of Alt HAN Forum members	Receive and manage the appointment of Alt HAN Forum members pursuant to SEC Z1.6 to Z1.8	
<b>A.2</b>	Appointment of alternate Alt HAN Forum members	Receive and manage the appointment of Alt HAN Forum members pursuant to SEC Z1.17 to Z1.21	
<b>A.3</b>	Appointment of Alt HAN Forum Chair and alternate Chair	Receive and manage the appointment of Alt HAN Forum members pursuant to SEC Z1.9 to Z1.12	
<b>A.4</b>	Removal or replacement of alternate and Alt HAN Forum members	Manage the removal or replacement of Alt HAN Forum members pursuant to SEC Z1.19	
<b>A.5</b>	Alt HAN Forum Monthly Meeting management	Convene and provide notice to Alt HAN Forum members and alternates of Alt HAN Forum members pursuant to SEC Z1.32 to Z1.40 that shall include formulation of agendas, meeting minutes (within 10 working days of the meeting), making arrangements for those wishing to join the meeting remotely, maintaining a record of all resolutions voted on (including decisions made) by the Alt HAN Forum, compilation of supporting papers and general support to the meeting	



<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>A.6</b>	Appointment of Alt HAN Forum sub-group members	Receive and manage the appointment of Alt HAN Forum sub-group members pursuant to SEC Z1.50	
<b>A.7</b>	Alt HAN Forum sub-group decision appeal management	Receive and manage appeals to the Forum on decisions made by a sub-group pursuant to SEC Z1.57 to Z1.59	
<b>A.8</b>	Alt HAN Forum decision appeal management	Receive and manage appeals to the Authority on decisions made by the Alt HAN Forum pursuant to SEC Z1.60 to Z1.66	
<b>A.9</b>	Appointment of Alt HAN Co Board members	Receive and manage the appointment of Alt HAN Forum members pursuant to SEC Z2.10 to Z2.15 & Z2.20 to Z2.21	
<b>A.10</b>	Appointment of alternate Alt HAN Co Board members	Receive and manage the appointment of Alt HAN Forum members pursuant to SEC Z2.28 to Z2.31	
<b>A.11</b>	Removal or retirement of Alt HAN Co Board members	Manage the removal or retirement of Alt HAN Forum members pursuant to SEC Z2.16 to Z2.18	
<b>A.12</b>	Employer permissions	Gain and maintain formal employer permissions to allow energy supplier representative to become and operate as Alt HAN Co. directors and to perform duties	

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
A.13	Alt HAN Co Monthly Board Meetings management	Convene and provide notice to Alt HAN Co Board members and alternates of Alt HAN Co Board members pursuant to SEC Z2.24 to Z2.27 and Z2.37 to Z2.45 that shall include formulation of agendas, meeting minutes (within 10 working days of the meeting), making arrangements for those wishing to join the meeting remotely, maintaining a record of all resolutions voted on (including decisions made) by the Alt HAN Co Board, compilation of supporting papers and general support to the meeting	
A.14	Alt HAN Co decision appeal management	Receive and manage appeals to the Board on decisions made by the Alt HAN Forum pursuant to SEC Z2.46 to Z2.48	
A.15	Liaison with the SEC Panel and the SEC Administrator and Secretariat	Support the Alt HAN Forum with any necessary liaison with the SEC Panel and the SEC Administrator and Secretariat covering any requests for a SEC Modification where Alt HAN arrangements are caught within the scope of the SEC Modification request	
A.16	Manage Alt HAN Forum's SEC Modification requests	Maintain and manage any Alt HAN SEC Modification requests through the SEC Modification process	
A.17	Formal Alt HAN Forum reporting	Develop periodic reports, newsletters and updates for DBEIS, Ofgem, SEC Panel and other relevant groups as directed by the Alt HAN Forum	
A.18	Competition guidance	Support to Alt HAN Forum chair (and alternate) and Alt HAN Board to ensure compliance with Competition Rules	

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
<b>A.19</b>	Exempt Premises List	Manage and administer the exempt premises list on behalf of the energy suppliers represented as members of the Alt HAN Forum. This includes preparation of supporting evidence and material for Alt HAN Forum member dialogue with DBEIS and Ofgem	
<b>A.20</b>	Secretariat and Administrative support service performance measurement and management	Implement and manage, on an enduring basis, performance management metrics, reporting and corrective action framework for its performance of the services.	
<b>A21</b>	Supplier/Alt HAN Co Contractual agreement	<p>Support development, drafting and approval of a multi-lateral energy supplier agreement with Alt HAN Co to provide the contractual framework within which Alt HAN Co services (via its service providers) will be provided to energy suppliers. This will essentially be a fit-for-purpose agreement that will perform a similar function to that of the Smart Energy Code for broader smart metering delivery, but will be outside the regulatory framework.</p> <p>The agreed approach and framework will be provided by the Alt HAN Forum, with the successful vendor being capable of advising and influencing how the agreement is drafted, agreed by all parties and implemented.</p> <p>This requirement will be an initial deliverable</p>	

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (<i>please enter</i>)</b>
<b>A22</b>	Supplier/Alt HAN Co Contractual agreement	Administer and manage the agreement on completion. This will include managing the change control process and the addition and removal of energy supplier signatories to the multilateral agreement	
<b>A.23</b>	Ad-Hoc support	Support the Alt HAN Forum and Alt HAN Co Board with general ad-hoc support requests that facilitate the operation and management of formal business	

B. *Alt HAN Forum and Alt HAN Co general administrative support* – The general administrative requirements are to facilitate efficient corporate governance and oversight of the Alt HAN service delivery and fulfilling the role of Company Secretary:

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>B.1</b>	Registered Address	Provide Registered Company Address for Alt HAN Co and make arrangement for formal transfer from the temporary address	
<b>B.2</b>	Company Paperwork maintenance	Maintain company paperwork and ensure compliance with Companies House rules	
<b>B.3</b>	Monthly Management Information Reports	Maintain Alt HAN Co management information and generate monthly reports for Alt HAN Forum and Alt HAN Co Board purposes, reporting against agreed plans and targets	
<b>B.4</b>	Procuring insurance	Procuring all necessary business and director insurance for Alt HAN Co. purposes on the most efficient and economic basis	
<b>B.5</b>	Issue and Dispute Resolution	Develop, maintain and facilitate the process for issue and dispute resolution processes within the scope of the Alt HAN Forum and Alt HAN Co	

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
<b>B.6</b>	Providing or procuring facilities	<p>Provide or procure meeting rooms, ad-hoc office accommodation and other facilities to allow the Alt HAN Forum (or any Sub-group), Alt HAN Co Board and any supporting project to perform its work.</p> <p>The Alt HAN Forum currently meets monthly (10 -15 people) and the Alt HAN Co Board at least once every two months (6 -10 people) for half a day.</p> <p>The project team and sub-groups require meeting rooms for between two and three all day meetings per week (6 – 10 people).</p>	
<b>B.7</b>	Stakeholder engagement	Develop, maintain and operate an Alt HAN stakeholder engagement plan	
<b>B.8</b>	Web-site	Set-up and maintain Alt HAN Forum web-site (including transfer of existing TAHF material from DBEIS's Huddle web-space)	
<b>B.9</b>	Document management system	Set-up and maintain Alt HAN Forum and Alt HAN Co document management system	
<b>B.10</b>	Electronic communication	Develop and manage email services on behalf of Alt HAN Forum, Alt HAN Co and any project support	

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
<b>B.11</b>	Information Systems Support (General)	<p>In addition to B.9 and B10 (above) general Information System support to the Alt HAN Forum (or any Sub-group), Alt HAN Co Board and any supporting project covering:</p> <ul style="list-style-type: none"> <li>• Office tools</li> <li>• IT Security</li> <li>• Video/tele conferencing</li> <li>• Accounting systems</li> <li>• Enterprise Architecture Repository</li> </ul>	
<b>B.12</b>	Enquiry service	Develop and manage general enquiry services on behalf of the Alt HAN Forum and Alt HAN Co	
<b>B.13</b>	Training and knowledge transfer	Organise and manage general Alt HAN training, knowledge transfer and other educational requirements for energy suppliers operational staff	
<b>B.14</b>	Security	<p>Develop and support arrangement to secure and protect Alt HAN Forum (or any Sub-group), Alt HAN Co Board and any supporting project particularly covering:</p> <ul style="list-style-type: none"> <li>• Reception</li> <li>• Data privacy, confidential and personal information</li> <li>• Physical access</li> <li>• Document control</li> <li>• IT equipment – particularly, when away from the office</li> </ul>	

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
B.15	Ad-Hoc administrative support	Support the Alt HAN Forum, Alt HAN Co Board and supporting projects with general ad-hoc administrative support requests including any branding or stationery requirements	



## 3.2 (Lot 2) Legal, Accountancy and Financial support services

### 3.2.1 High Level Requirements

C. Legal Support to the Alt HAN Forum and Alt HAN Co.

D. Accountancy and Financial support to Alt HAN Co.

### 3.2.2 Detailed Requirements

C. Legal Support to the Alt HAN Forum and Alt HAN Co. - Competition, regulatory and commercial (procurement/contract) legal support.

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
C.1	Competition Act and other competition/market law legal advice	Provision of advice, including responses to competition or market related questions, review of policy documents and issues raised by energy suppliers and/or the Alt HAN vendor community  This could include advice for Alt HAN Forum or Alt HAN Co in response to challenges or disputes.	
C.2	Legal advice covering the gas and electricity statutory framework including relevant Acts, regulations, licences and industry codes	Provision of advice including responses to relevant questions, review of policy documents and issues raised by energy suppliers and/or the Alt HAN vendor community	
C.3	Commercial (procurement and contractual) legal advice	Provision of advice including review of procurement documents, draft contracts, contractual proposals from prospective vendors, final contracts, subsequent change requests and any disputes	

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>C.4</b>	Legal, Accountancy and Financial support service performance measurement and management	Implement and manage, on an enduring basis, performance management metrics, reporting and corrective action framework for its performance of the services.	

D. *Accountancy and Financial support to Alt HAN Co.*- Accountancy and financial processes, procedures and support to Alt HAN Co to enable it to function appropriately as a business fulfilling all necessary statutory, DCC and contractual requirements:

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>D.1</b>	Alt HAN Co Budgets	Business and financial planning to develop and agree annual Alt HAN Co. budgets and business plan. Manage budget approvals through financial and commercial due diligence processes via the Alt HAN Forum governance framework.	
<b>D.2</b>	Financial liaison with DCC	Liaise with DCC on budget allocation, business planning, financial controls and any cost recovery requirements	
<b>D.3</b>	Formal Financial and budgetary processes and procedures	Complete all necessary formal budgetary, financial and operational and approval processes agreed with the Alt HAN Co Board	
<b>D.4</b>	VAT processes	Manage Value Added Tax activities including development and provision of quarterly VAT reports, sign-off and submission to the Inland Revenue (and financial transfer) in compliance with formal deadlines	

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>D.5</b>	Accountancy procedures	Manage and maintain accountancy procedures complying with statutory requirements (including 'K' Factor actuarial requirements at year-end). This shall also include general accountancy support and ensure corporate governance processes / procedures are in place and managed appropriately	
<b>D.6</b>	Statutory Accounts	Develop Statutory Accounts, gain Alt HAN Co Board approval and formally submit in compliance with formal deadlines	
<b>D.7</b>	Annual Return	Develop Companies House annual return, gain Alt HAN Co Board approval and formally submit in compliance with formal deadlines	
<b>D.8</b>	Annual Report	Develop and provide Annual Report and Company Tax Return development, gain sign-off and formally submit in compliance with formal deadlines	
<b>D.9</b>	Invoicing	Raise invoices to DCC, approvals and submissions (and financial transfer)	
<b>D.10</b>	Payments	Manage invoices to Alt HAN Co from service providers, review and gain formal approvals and arrange financial transfer (including include billing queries, invoice reconciliation for service providers, etc...)	
<b>D.11</b>	External funder liaison	Liaise with external funders and undertake any necessary requirements to support where a case for external funding exists to fulfil the Alt HAN Forums 'economic and efficient' obligation	

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>D.12</b>	Business Planning	Lead and organise business planning cycle including forecasting cost, demand, income, over/under budget management	
<b>D.13</b>	External Financial audit liaison	Organise and manage any external audit requirements	
<b>D.14</b>	Ad-Hoc financial and accountancy support	Support the Alt HAN Forum, Alt HAN Co Board and supporting projects with general ad-hoc administrative support requests	
<b>D.15</b>	Financial Control Systems	Implement appropriate financial controls, systems and software required to manage Alt HAN Co finances.	

### 3.3 (Lot 3) Enduring Procurement and Contract Management support service

#### 3.3.1 High Level Requirements

E. Enduring Procurement and contract management support services.

#### 3.3.2 Detailed Requirements

E. Enduring Procurement and contract management support services - Procurement and contract management support service to Alt HAN Co for all necessary Alt HAN services (Operational Services and Technology Provision):

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
E.1	Contract Management	<p>Administer contractual terms on behalf of Alt HAN Co, and establish contract management processes / procedures.</p> <p>Those contracts include agreements between Alt HAN Co and:</p> <ul style="list-style-type: none"> <li>• Operational Service providers</li> <li>• Technology providers</li> <li>• Other service providers</li> <li>• External financing (if the Alt HAN Forum decides to use in the future)</li> <li>• Energy suppliers using Alt HAN Services</li> </ul>	
E.2	Implementation and launch	Monitor any implementation plans and contractual obligations at launch	
E.3	Vendor Performance Management	Monitor Key Performance Indicators and Service Level Agreements and provide reports (see E.12) – escalating issues to the Alt HAN Co Board	
E.4	Vendor Quality Assurance	Develop, operate and manage the vendor Quality Assurance framework	

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>E.5</b>	Vendor liaison meetings	Undertake and manage commercial relationship meetings	
<b>E.6</b>	Contract Issue and Dispute Management	Manage issue route to resolution for any contract issue or dispute – including any contract rectification requirements and managing contractual breach	
<b>E.7</b>	Contractual Change Requests	Manage any contractual change request through Alt HAN Co governance – including impact assessment and recommendations	
<b>E.8</b>	Term extensions	Manage contractual term extensions and associated risks	
<b>E.9</b>	Follow-on Procurements	Manage next phase operational services and technology provision procurements to ensure services and devices continue to be delivered when initial contracts expire	
<b>E.10</b>	Contract budget monitoring	Monitor and manage the budget and contract business case for each contract – escalating issues to the Alt HAN Co Board	
<b>E.11</b>	Vendor payment authorisation	Manage and recommend/reject vendor payments through governance and necessary finance procedures	
<b>E.12</b>	Reporting	Develop and publish periodic contract performance reports for Alt HAN Co Board – minimum of monthly with the potential for additional ad-hoc reports	

Ref	Requirement	Description	Proposed Performance Metric(s) <i>(please enter)</i>
E.13	Procurement and Contract Management support service performance measurement and management	Implement and manage, on an enduring basis, performance management metrics, reporting and corrective action framework for its performance of the services.	
E.14	Ad-Hoc contract support	Support the Alt HAN Forum, Alt HAN Co Board and supporting projects with general ad-hoc administrative support requests	

## (Lot 4) Alt HAN Project Management & Delivery

### 3.3.3 High Level Requirements

F. Alt HAN Delivery Project resources.

G. New projects when Alt HAN services are established and in operation

### 3.3.4 Detailed Requirements

F. Alt HAN Delivery Project resources - Lead, manage and deliver through specialist resources the Alt HAN Delivery Project from handover of transitional project being run by Energy UK that is operating under the governance of the AHF. The expectation is that the current Alt HAN delivery plan will transfer and be delivered to with any variations to it being agreed up front. The construction of the project team shall be for the respondent to propose. However, there is an expectation that the following capabilities will be required:

Ref	Requirement	Description	Proposed Performance Metric(s) ( <i>please enter</i> )
F.1	Commercial	Specialism capable and competent to provide commercial design and implementation approaches across the discrete functions, technology provision and overall operational delivery	
F.2	Procurement	Specialism capable and competent to implement the procurement strategy for technology, business architecture and funding work packages	
F.3	Project Management	Specialism capable and competent to provide project management discipline and controls to support appropriate project delivery	
F.4	Technological/Technical (including data comms, metering, technical assurance)	Specialism capable and competent to provide subject matter expertise to support design and implementation of  Alt HAN technologies	



<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>F.5</b>	Business Architecture	Specialism capable and competent to provide subject matter expertise to design and implement of the service management function, building evaluation and data management	
<b>F.6</b>	Business Analytics	Specialism capable and competent to provide relevant analytical expertise to support the efficient implementation of the service management function, building evaluation and data management	
<b>F.7</b>	Smart Metering Governance Framework	Understanding of the relevant regulatory framework including SEC, SMETS, GBCS and CHTS	
<b>F.8</b>	Project Management Support	Generic capability to support the design and implementation of administration activities for Alt HAN Co. and Alt HAN Forum Projects	
<b>F.9</b>	Project Management & Delivery performance measurement and management	Implement and manage, on an enduring basis, performance management metrics, reporting and corrective action framework for its performance of the services.	

G. *New projects when Alt HAN services are established and in operation* - Provide necessary specialist resources to lead, manage and deliver projects instigated by the Alt HAN Forum/Alt HAN Co:

<b>Ref</b>	<b>Requirement</b>	<b>Description</b>	<b>Proposed Performance Metric(s) (please enter)</b>
<b>G.1</b>	Various Project Resource Specialisms	Provision of resources to design and implement projects proposed and instigated by the Alt HAN Forum/Alt HAN Co, proposals for such projects will be submitted at the request of the Alt HAN Forum where a mandate for change exists.	