

No.	Question	Response
All packages – the REC and RECCo’s role		
1	Will Service Providers be signatories to the Code?	- No. The Code states that Code Parties cannot deliver Code Manager services.
2	Will the REC solely comprise of the combined obligations currently under the SPAA and MRA?	- No, the REC is a new Code and whilst most of the provisions under the SPAA and MRA will transfer across and become REC obligations, there will be new additional requirements under the REC covering areas such as metering and the Green Deal. These will be documented in the tender documentation. The expectation is that some of the SPAA / MRA will fall away on CSS go-live while others will endure as REC obligations and be wholly subject to REC governance.
3	Will TUPE apply to the services that are currently delivered under MRA and SPAA?	- This will be covered in the tender documentation.
4	Will all finance tasks be completed by RECCo?	- Yes, RECCo will have its own finance and corporate function. This will manage the end to end RECCo finance requirements including the RECCo budget process, REC Party funding contributions, payment of service providers and any other financial transactions that may be associated with REC market participants and services providers – e.g. service credits. - The REC Performance Assurance provider might make financial recommendations based on their assurance activities; RECCo would be responsible for actioning them.
5	When will REC funding start and how will it be funded?	- The REC is funded by Supplier Parties. - The FY 2019-2020 Budget is already in operation. - RECCo will issue its budget on an annual basis to REC Parties for their approval in line with the timescales laid down in the REC.
6	When will the full RECCo Board be appointed?	- There is currently an interim Board, which was appointed in Q1 2019 and will remain in place until 1 April 2021. We expect that some enduring Board members may be appointed before that time and some interim members may transition to the enduring Board.

		<ul style="list-style-type: none"> - A Nominations Committee will be established in early 2020 and be responsible for the identification and recommendation of potential Board members.
7	How mature are the Code governance arrangements?	<ul style="list-style-type: none"> - The Code Governance arrangements have been drafted specifically for the REC but have been developed using industry best practice (e.g. compliance with the Code Administration Code of Practice) and in consultation with interested stakeholders.
8	What does the enduring structure of RECCo look like?	<ul style="list-style-type: none"> - RECCo will be supported by an executive team which will be responsible for range of corporate functions, including insurance, legal, finance, procurement, and contract management services. We expect to deliver these primarily through in-house capability. - RECCo's executive will be developing the strategy against which the Service Providers will deliver their services. - RECCo will retain contract management responsibilities and will handle any problems with Service Provider contractual performance. In that sense RECCo will provide the overarching service design and manage problems across/between Service Providers.
9	Is there a dependency on smart meter rollout for faster switching? Does a delay to the former affect the latter?	<ul style="list-style-type: none"> - No, the new processes have been designed to work with either smart or legacy meters. In due course, the next day switching target will apply even if the customer has opted out of having a smart meter.
All packages – general questions regarding requirements		
10	Will there be any changes to the packages?	<ul style="list-style-type: none"> - RECCo does not anticipate making fundamental changes to the service packages as presented at the Market Engagement day and through the bilateral meetings. It is possible that there will be some refinement of details and/or minor re-allocations of activity between them.
11	What are the objectives for the Code Manager services?	<ul style="list-style-type: none"> - Draft objectives for the Code Manager services have been included in the consultations issued by Ofgem. - Reflecting those, we have identified the following high-level objectives for the Code Manager services: <ul style="list-style-type: none"> o Innovative, digitally focused and with a commitment to continuous improvement

		<ul style="list-style-type: none"> ○ Empowered and accountable to deliver the RECCo strategy and REC objectives ○ Consumer-centric and proactive in driving change ○ Collaborative, working with RECCo, REC Parties, other Service Providers and Stakeholders ○ Effective and efficient, delivering high quality, value for money outcomes to meet stakeholder needs
12	What role do Service Providers play in developing strategies?	<ul style="list-style-type: none"> - In most cases Service Providers will be consulted on relevant strategies that have been developed by RECCo. - There may be some instances where strategies will be developed by Service Providers due to their expertise in certain areas. This is likely to be required for the digitalisation and engagement strategies. Where this is the case, these will be specified in the tender documentation.
13	Will there be a requirement for separate secretariat functions across the packages?	<ul style="list-style-type: none"> - Secretariat for Performance Assurance Board will be the responsibility of the REC Performance Assurance provider. - The other regular boards (excluding the RECCo Board of Directors) and meetings that will require secretariat support and will be the responsibility of the REC Professional Services provider.
14	Will the bidders be expected to provide a demo?	<ul style="list-style-type: none"> - RECCo will consider this as it evaluates which procurement procedure(s) to use for the procurement.
15	Does innovation continue through the operational period?	<ul style="list-style-type: none"> - Yes, we would expect all Service Providers to commit to and demonstrate innovation throughout their contract in order to continuously improve the REC and the service provided to Code Parties.
All packages – delivery of the services		
16	How will Service Providers build relationships with other Service Providers?	<ul style="list-style-type: none"> - Throughout the mobilisation period, RECCo’s expectation is that Service Providers would work with each other to put in place the systems, processes, procedures, and documentation which will govern the REC’s operation. - There is likely to be a cooperation agreement which will define how the Service Providers will work together.

17	What is the expectation with regard to the provision of office and meeting space? Will the locations for meetings be specified by RECCo?	<ul style="list-style-type: none"> - It is not RECCo's expectation that Service Providers provide office space for RECCo personnel or other Service Providers. - As far as possible, meetings will be held remotely using suitable technology facilities. The reduction of physical meetings is an aim of the REC governance processes and providers will be expected to drive this.
18	Is there flexibility in where certain services are provided?	<ul style="list-style-type: none"> - Yes, there will be flexibility in where services are provided; bidders will need to demonstrate how their proposals deliver high quality outcomes.
19	Will there be a requirement for co-location of Service Providers?	<ul style="list-style-type: none"> - No, RECCo does not expect to require that the Service Providers to co-locate.
All packages – procurement process		
20	Will the procurement comply with OJEU?	<ul style="list-style-type: none"> - Yes, the procurement of capability by RECCo will be under OJEU, subject to the UK Public Contract Regulations.
21	Would RECCo consider consortia / joint bids?	<ul style="list-style-type: none"> - Yes, there are no restrictions or limitations on this, however our expectation is that we will contract with a single prime for each package.
22	How will the initial stage of Service Provider selection work?	<ul style="list-style-type: none"> - Supplier selection is a key stage in public procurement in which assessments are made of prospective bidders' credentials, before tenders are invited from those that are shortlisted. - Typically, this includes gathering information about companies' track records, financial credentials, conflicts of interest, corruption, and whether they meet various pre-determined selection criteria related to their experience and ability to deliver the type of services being procured. - This is done primarily through a Selection Questionnaire (SQ).
23	What is the degree of interaction and clarification that will be possible during the bidding process?	<ul style="list-style-type: none"> - We are currently assessing the best routes to market for the packages and this will be stated in the tender documentation. - It is likely that the REC Professional Services and REC Technical Services packages will use a route which enables dialogue with bidders; the REC Performance Assurance package will use either the Open or Restricted procedure.

		<ul style="list-style-type: none"> - Whichever procedure is used, RECCo will ensure that it takes permissible opportunities to allow bidders to clarify requirements, and where necessary to clarify bids for effective evaluation
24	How will the uncertainty about scale of activities in the Operation phase be managed through the bidding process and commercial evaluation?	<ul style="list-style-type: none"> - The tender documentation will ask for bids against a defined set of requirements and the evaluation will be conducted for defined volumes for bidding purposes. - The contracts will contain appropriate commercial mechanisms to manage variations in the scale of activities against the requirements.
25	What role has industry played in scoping and reviewing the procurement approach?	<ul style="list-style-type: none"> - Ofgem’s June Consultation document sought feedback on the proposed methodology and scope of services. - There is industry representation on the interim RECCo Board. - Industry events with REC Parties were held in October in London and Birmingham, during which the procurement approach for the code manager services was discussed.
26	Will the Service Providers have to follow the Public Contract Regulations when procuring goods / services required to support the REC?	<ul style="list-style-type: none"> - RECCo will not be contracting directly with any subcontractors to the Service Providers selected under this procurement. The procurement process and contractual arrangements between Service Providers and subcontractors are a matter for the Service Providers. RECCo’s interest in subcontracting arrangements will only extend to any requirements relating to subcontracts set out in the RECCo contract with the Service Providers and satisfying itself that the Service Providers can meet its overall requirements, including any areas where there are dependencies on sub-contractors. - Service Providers will need to assess their individual obligations in respect of their requirement to comply with Public Contract Regulations but the RECCo contract will not stipulate such a need.
All packages – commercial considerations		
27	Is the mobilisation period included in the estimated value of the service packages?	<ul style="list-style-type: none"> - No, the total contract value that has been quoted in the Prior Information Notice covers the operational period only.

28	How will conflicts of interest be managed?	<ul style="list-style-type: none"> - The onus is on bidders to declare potential conflicts of interest as part of the bidding process; they will have an opportunity to explain how these conflicts could be managed. - During operation, conflicts likely to be managed through commercial mechanisms within the contracts.
29	How will liabilities between packages be managed?	<ul style="list-style-type: none"> - The Service Providers are responsible for delivering the code manager services; RECCo will be responsible for managing these contracts. - Obligations under the REC and its schedules will be formalised through the requirements which will form part of the contract.
30	Where are the hand-offs and how complex are they?	<ul style="list-style-type: none"> - This will be covered in the tender documentation.
31	What are the contracting arrangements likely to be?	<ul style="list-style-type: none"> - RECCo will issue a proposed contract with its Invitation to Tender which will be based on the Model Services Contract (MSC) developed by Government, a model contract which is well understood by the market. - The contract will include an escalating liability regime designed to reflect the 'harm' caused by service provider failure but nonetheless will seek to create a fair balance between risk and reward. - Risks will be placed with those best placed to manage them and we consider Service Providers to be best placed to manage service delivery risks.
REC Performance Assurance package		
32	What is the relationship between the REC Performance Assurance provider and the DCC?	<ul style="list-style-type: none"> - DCC is a Code Party and its obligations in that context are defined within the REC. The REC Performance Assurance provider's duties include assurance of all Code Parties. The REC Performance Assurance function will not perform any assurance of a REC Party broader than ensuring that Party's compliance with the REC, including DCC.
33	Would it be possible to commence the procurement process for this package after the other two packages have been awarded?	<ul style="list-style-type: none"> - No, all the procurements will need to run concurrently in order to give Service Providers a long enough mobilisation period to prepare for REC operation. - A full procurement plan will be included in the tender documentation.

34	Could the same organisation deliver REC Performance Assurance and another package if they can demonstrate that they can manage the conflict of interest?	<ul style="list-style-type: none"> - No. RECCo is clear that no single organisation can provide the Performance Assurance services and any other package.
35	Could the same organisation bid for all three packages?	<ul style="list-style-type: none"> - No. RECCo is of the view that the capabilities required for REC Performance Assurance are sufficiently discrete from the other packages and that there are few benefits in allowing bids on multiple packages which cannot be delivered together. - Allowing multiple bid submissions increases the complexity of the shortlisting and evaluation processes and potentially the time commitment from bidders. - Whilst RECCo recognises that there may be organisations that have the capabilities to deliver REC Performance Assurance and the other package(s), it encourages bidders to review the tender documentation and decide which package(s) they are best placed to deliver. - Combined bids for the other two packages are permissible.
36	How will entry and exit be managed between the REC Performance Assurance and REC Professional Services providers?	<ul style="list-style-type: none"> - This will be detailed in the tender documentation. - The REC Performance Assurance provider will conduct any detailed assurance and investigative work that might be required as part of the accession and exit process, to the extent that such processes that are included in the REC. - The REC Professional Services provider will manage the administrative elements of the accession and exit process and be the primary point of contact for all enquiries from Parties and potential Parties.
37	Does rectification assurance form part of the scope for the REC Performance Assurance package?	<ul style="list-style-type: none"> - Yes, rectification assurance activities will be within scope of this package.
38	Will the approach for assurance be principles-based or rules-based?	<ul style="list-style-type: none"> - RECCo is taking a principles-based approach. It expects the REC Performance Assurance provider to assess and analyse risks and tailor its assurance activities accordingly.

REC Professional Services package		
39	Would it be desirable to include administrative elements of the Entry and Exit process in the REC Professional Services package, and solely have assurance activities in the REC Performance Assurance package?	<ul style="list-style-type: none"> - The tender documentation will clearly state the responsibilities of each Service Provider in relation to the Entry and Exit processes.
40	Who will deliver the service portal? Do other Service Providers input into its development and implementation?	<ul style="list-style-type: none"> - The current assumption (as stated in the Market Engagement event) is that this would be the REC Professional Services provider. - RECCo would expect the other Service Providers to assist in its development.
41	With a multi-provider approach, will Code Parties have a 'single point of contact'?	<ul style="list-style-type: none"> - The REC Professional Services will be required to provide an Operational Account Manager (OAM) to support REC Parties with operational matters. - The primary point of contact will be via the REC Professional Services provider OAM (through the service portal) in most instances. - This model is reflective of existing Codes i.e. BSC, where multiple service providers provide component parts of the overall service.
42	How great is the focus on digital skills / capabilities for the REC Professional Services package?	<ul style="list-style-type: none"> - The REC Professional Services provider will be responsible for designing, implementing, and managing the service portal which will be REC Parties first point of call for REC engagement. - They will need to be committed to iterating and improving the Portal over the duration of their contract and working with other RECCo Service Providers to improve REC Parties engagement with the REC. - They will also contribute towards the development of the digitalisation strategy and its implementation. - They will be responsible for the publication of the digitised code and supporting products.

43	What are the links between the CSS helpdesk and the Helpdesk proposed under the REC Professional and Technical Services packages?	<ul style="list-style-type: none"> - The REC Helpdesk will be delivered by the REC Professional Services function (likely via the service portal). The REC Technical Services function will be required to deliver second line support to the REC Helpdesk. - The REC Helpdesk is separate from the CSS Helpdesk. There will be no link or integration between the two. - It is expected that sometimes calls to the RECCo Helpdesk may need to be triaged to the CSS Helpdesk, but this would primarily be managed by REC Professional Services first line support.
44	How will combined bids be assessed for the REC Professional Services and REC Technical Services packages?	<ul style="list-style-type: none"> - Bidders would submit individual bids for both packages. - Combined bids will also be accepted. The way in which they will be evaluated will be set out in the tender documentation, but it is likely to utilise an aggregated total score for the two packages, compared against the total score of the two highest individual bids.
REC Technical Services package		
45	What role will the REC Technical Services provider have in scoping the future of the legacy systems (e.g. ECHO, DES, Green Deal)?	<ul style="list-style-type: none"> - The REC Technical Services provider will conduct assurance on potential changes to the legacy systems. They will input into the RECCo digitalisation strategy which will be expected to give a view on the future ecosystem.
46	Are infrastructure services and support services within scope of the REC Technical Services package?	<ul style="list-style-type: none"> - This will be covered in the tender documentation.
47	What impact will the detailed and technical design specifications that are under development have on the scope of the REC Technical Services package?	<ul style="list-style-type: none"> - There will be little impact on the procurement of the detailed and technical design specifications that are currently being developed by Ofgem.
48	Is the expectation that there is a full data solution in place when operation commences?	<ul style="list-style-type: none"> - RECCo expects that a full solution will be in place by the time operation starts; this should be developed in the mobilisation phase.

49	What are the security requirements?	- This will be covered in the tender documentation.
50	Would it be a conflict if a provider was the system owner and also responsible for assurance under the REC Technical Services package?	- Bidders will be asked to declare potential conflicts of interest and the ways in which these can be mitigated. - Where there are mandatory exclusions, these will be covered in the tender documentation.
51	Does User Acceptance Testing of changes fall within the scope of the REC Technical Services package?	- Some User Acceptance Testing of changes is likely to fall within the remit of the REC Technical Services provider. - User Acceptance Testing of the service portal (to be delivered by the REC Professional Services provider) is likely to be completed by Code Parties.
52	There are a number of existing systems which operate under the SPAA and MRA. Will these be novated?	- RECCo, MRASCo, and SPAA are discussing the sunseting arrangements of these two codes and this may give rise to a small number of existing system service providers being novated to and contracting with RECCo.
53	What are the in-scope technologies used by the in-scope systems?	- This will be covered in the tender documentation.
54	Is data sovereignty likely to be an issue?	- This will be covered in the tender documentation.
55	How will disputes be managed between the REC Technical Services provider and systems service providers?	- Where there are disputes between the REC Technical Services provider and the systems services providers, these can be escalated to RECCo to handle through its contract management regime.