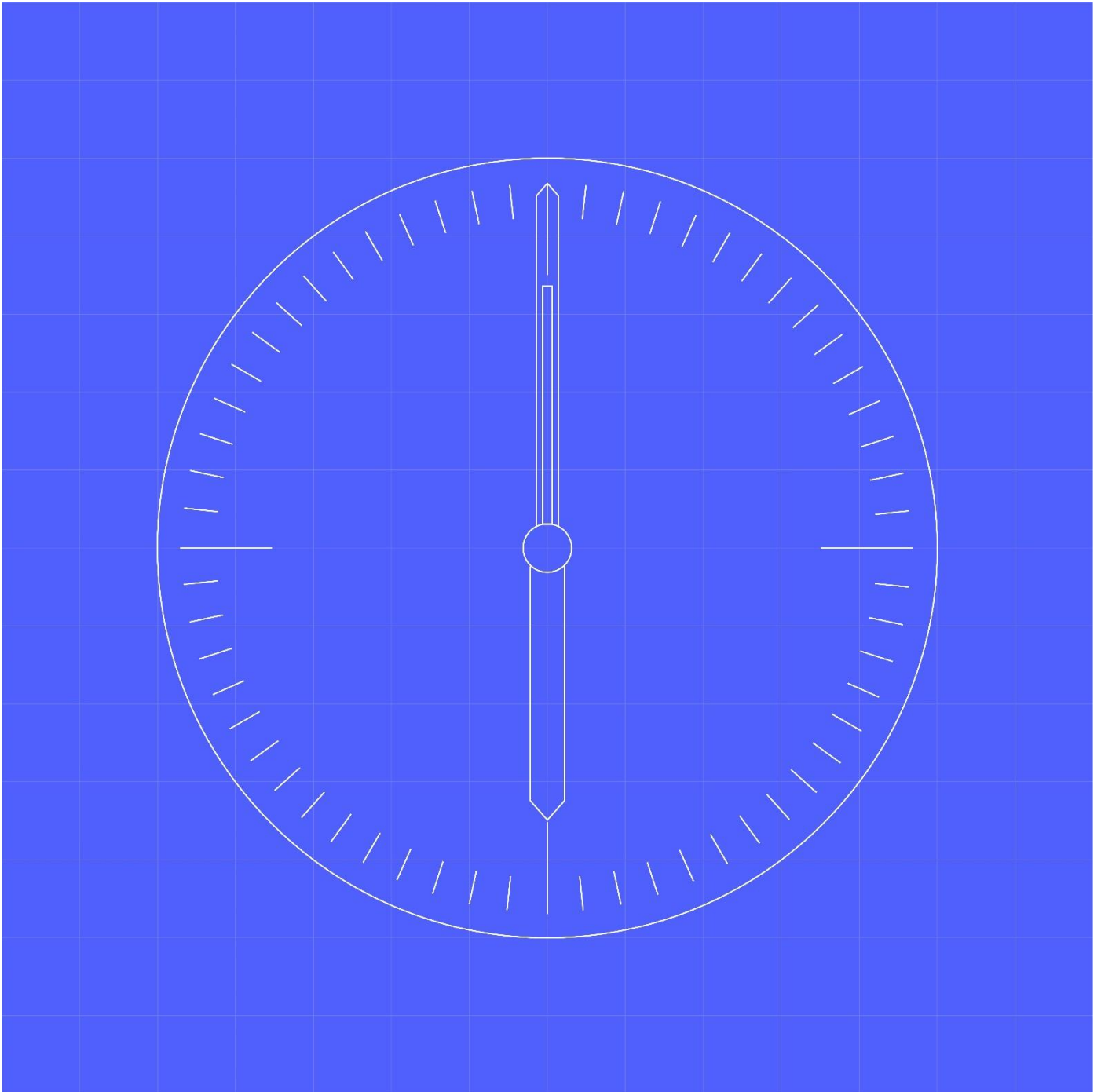


Market-wide Half-Hourly Settlement (MHHS) Programme Governance Framework



Document owner
MHHS PMO

Document number
MHHS_DEL030

Document number
Version 2.6

Date
10 June 2022

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2 Change Record

Date	Author	Version	Change Detail
15/07/2021	Andrew Margan	0.1	Draft version for review
21/07/2021	Andrew Margan	0.2	Amended following internal review
22/07/2021	Andrew Margan	0.3	Amended internal draft
29/07/2021	Andrew Margan	1.0	Final draft
25/08/2021	Andrew Margan	1.1	Updated to better reflect Ofgem Framework
02/12/2021	Andrew Margan	2.0	Approval of ToR (PSG, DAG and CCAG)
10/01/2022	Andrew Margan	2.1	Updated footer & to reflect correct branding
12/02/2022	Jason Brogden	2.2	Updated from PSG decisions 2/2/2022
22/02/2022	Jason Brogden	2.3	Updated from SRO feedback
24/02/2022	Jason Brogden	2.4	Updated from early PSG feedback
24/05/2022	Martin Cranfield	2.5	Updated with CR004, CR005 and CR006

10/06/2022	Martin Cranfield	2.6	Updated with CR008 (RECCo representation at Level 2 and 3 groups)
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3 Market-Wide Half-Hourly Settlement – Programme Governance

3.1 Scope and Approach

This paper sets out the MHHS Programme governance structure that can be easily understood and be further developed by MHHS Programme Participants. The paper provides greater clarity of the roles and responsibilities of each governance group, how the groups will interact with each other, and how decisions, communications and escalations will occur. This framework has been taken to PSG (Level 2) for their discussion, amendment and sign off.

3.2 Objectives and Assumptions

The programme objectives and the governance structure should:

- a) Be delivery focused;
- b) Secure trust and buy-in across all Programme Participants;
- c) Be industry-led;
- d) Be efficient and streamlined (including supporting rapid decision-making and ensuring parties have access to the necessary capacity/capabilities to fulfil their roles);
- e) Enable objectives and benefits of the MHHS programme to be delivered; and
- f) Be clear, transparent and appropriate for different requirements of the programme, e.g. licence obligations, programme management, programme management budget, and change process.

Ofgem has confirmed that Elexon will be obligated under the BSC to act as the Senior Responsible Owner (SRO) and MHHS Implementation Manager (IM). Ofgem's role is Programme Sponsor. Ofgem has consulted on its proposed Sponsor role, and has set out and consulted on proposed thresholds for Ofgem intervention or decision. These include a material impact to the MHHS Target Operating Model, material impacts to Programme cost and benefits (£5m per a single decision or £20m for a cumulative decision), and/or a material impact to consumers or competition¹. Ofgem and the programme are supported by an Independent Programme Assurance (IPA) provider which will have a wide-ranging assurance remit across programme delivery. Elexon's Board will ensure MHHS Programme separation (alongside the IPA) and manage the BSCCo Business Plan (budget process), as per their obligation.

An overarching Programme governance structure has been directed by Ofgem in autumn 2021 through their Significant Code Review (SCR) powers. Ofgem's direction places programme governance arrangements through the BSC. The BSC Programme documents, including the governance arrangements, can be changed after Ofgem direction through the Programme change process. This document is subject to MHHS Programme Participant change via the Change Control Process.

3.3 Summary of High-Level Governance

An industry-led model will ensure the decision-making between the SRO, MHHS Implementation Manager (MHHS IM) and Programme Participants is appropriately balanced, to ensure that the SRO is empowered to make decisions on behalf of the industry, but is accountable to, and has engaged and consulted with the Programme Participants. The objective is that all parties will have access to the correct and relevant Programme information, and they all have an opportunity to participate and influence the Programme decision-making, without unnecessarily delaying the programme. All programme decisions need to be communicated in a clear and timely manner by the MHHS IM.

The MHHS Programme governance structure should be designed so that decisions are made at the most appropriate level with Programme Participants through consensus and well-defined thresholds and limits, as opposed to escalating all decisions to the PSG. Decisions that cannot be resolved at the lower level, can be escalated to the decision-making group above. The IPA will have a role in providing assurance that the Programme's or SRO's decision-making is in line with the agreed process.

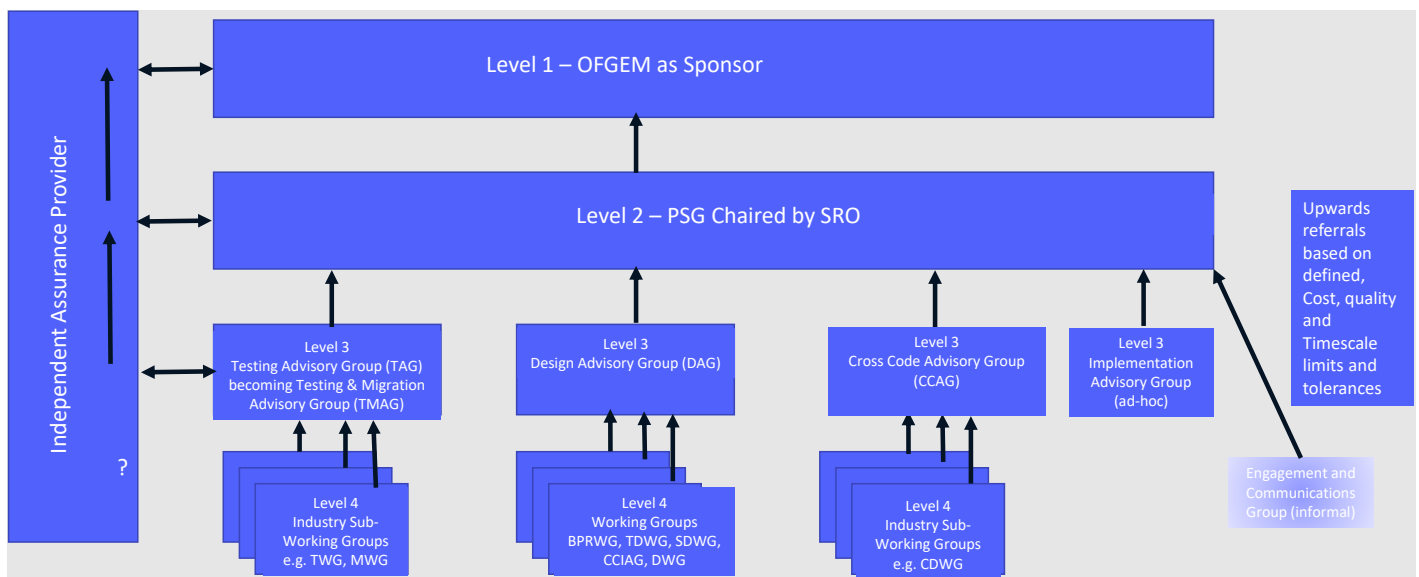
¹ BSC MHHS Obligations are set out in BSC Section C

3.4 Programme Governance

The objective of the governance framework structure is:

- a) The Programme is set up for success from the start;
- b) All Programme parties are appropriately communicated with and have an opportunity to input into the programme and the decision-making process;
- c) The Programme is empowered to make programme decisions; and
- d) Programme decisions will be made at the most appropriate level, through consensus.

3.5 Governance Structure



Note: Need to differentiate between Governing Bodies and operational roles, hence why PMO, PPC, SI etc not mentioned above

Note: Group names are intentionally left blank and are to be populated post industry consultation

3.6 Programme Decision Making

The proposed governance structure has four levels of decision-making. Decision-making can be delegated from the parent group to the child group below. Responsibilities and accountabilities sit with the SRO, unless a decision meets Ofgem’s threshold criteria². In the case of a decision meeting the threshold, Ofgem will direct the SRO to implement its decision. Below the Ofgem thresholds, the PSG will make Programme decisions through consensus. Where consensus cannot be reached the SRO will make the Programme decision based on the various views of the PSG and taking into account any advice from the IPA. The PSG should delegate decision-making to a Level 3 group when appropriate to do so. Advisory Group decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision based on the various views of the constituency representatives. The Level 3 groups can delegate decision-making, tasks and actions to a Level 4 group. Where consensus cannot be reached at a group, a decision can be escalated to the group above. Level 4 groups will be more detailed working groups and/or technical sub-groups.

3.7 Escalations

² [MHHS - Governance Framework Marked Against Consultation published version 11 August 2021 \(mhhsprogramme-production-cdn.s3.eu-west-2.amazonaws.com\)](https://www.mhhs.com/production-cdn.s3.eu-west-2.amazonaws.com)

Lower-level groups can escalate concerns to the group above. The MHHS Implementation Manager PMO function should support this activity or parties can escalate concerns to their Programme Representative, who is a member of the relevant group or to the SRO. If the decision area is above the Ofgem thresholds, the SRO or IPA can escalate these to Ofgem. If an individual party wishes to escalate an issue to Ofgem, because they feel it meets the thresholds, they should escalate this via the IPA. Ofgem will take advice from the IPA and other parties as appropriate in reaching their escalation decision. The IPA will communicate the Ofgem escalation decision to the SRO and PSG. The SRO will instruct the PMO to communicate the escalation decision to programme participants.

3.8 Membership Principles

Level 2 and Level 3 groups will have a representative structure that ensures that all categories of MHHS Participants have a constituency representative. Members of these groups, and attendees at the meetings of these groups are nominated constituency representatives only, unless invited by the Chair. Constituency representatives are expected to attend all meetings, although they can nominate alternates if they cannot attend for exceptional circumstances (e.g. leave, illness etc). Constituency representatives are expected to consult with their constituencies in a timely manner ahead of Level 2 and Level 3 group meetings to ensure that they can represent the full range of views within their constituency.

Level 2 membership should be a mix of senior delivery and senior programme governance experts who are empowered by their constituency groups to make Programme decisions on behalf of their constituency.

Level 3 membership will depend on the group's terms of reference and the representatives should be senior experts in their field and be empowered to make Programme decisions by their constituents.

Level 4 membership will depend on the work group subject and meeting requirements, but these meetings should be open to all interested parties, unless specific terms of reference don't allow open membership. For example, Security may be a closed group. Terms of reference for all initial Level 2 and Level 3 groups are set out for consultation in this document and approved at the relevant Level 2 and Level 3 meetings. Terms of Reference and the membership for all other groups will be consulted on, ahead of the groups being established.

The constituency representative nominations and the nominations and potential elections process have been established to support the nomination process and if required, how to run an election process.

3.9 Generic Roles and Responsibilities

The Chair for all meetings will be provided by the SRO or someone delegated by the SRO from within the MHHS Implementation Manager function. Secretariat will be provided by the MHHS Implementation Manager Lead Delivery Partner PMO Function.

- a) The Secretariat will maintain and communicate up to date meeting documentation.
- b) The Secretariat will manage and report on meeting arrangements against Programme milestones.
- c) The Secretariat will maintain up to date RAID and action logs.
- d) The Secretariat will provide all meeting management services and deliver all regular and ad hoc meetings.

3.10 Roles and Responsibilities for Constituent Representatives

It is important for the Programme to set out the expectations for the role and responsibilities of the constituent representatives at the Level 2 and Level 3 meetings. Constituent representatives will:

- a) Provide group meeting input to deliver against the scope and objectives of the groups and the Programme
- b) Gather the view of constituency members in advance of meetings and represent these constituent member views in any meeting items, approvals and decisions, including consensus views, majority views and minority views
- c) Provide a constituent perspective to discussions in meetings
- d) Take actions from meetings and collate information from constituent members or direct constituent members to provide information directly to the Programme to support actions

- e) Facilitate engagement between constituent members and the Programme and central parties, ensuring that issues and concerns are clearly communicated

The Programme Party Coordinator (PPC) will engage directly with Programme Parties to support the Change Management Strategy.

3.11 Generic Meeting Practices and Frequency

Each group will meet approximately every month or more frequently as required. The meeting frequency will be reviewed by the Chair.

The role of the Chair is to facilitate discussion across the group, to enable challenge and to ensure decisions and recommendations are made, or issues escalated.

Members are responsible for driving forward their own contributions to the Programme and are expected to support decision making.

The Secretariat will be provided through the PMO function. The PMO will provide agendas and meeting papers at least 5 working days in advance of each meeting and will provide two meeting outputs: a headline report within one working day of each meeting; and full minutes, actions and decisions within five working days of each meeting.

Meeting attendees that would like to request amendments to minutes or actions should submit to the PMO at least five working days in advance of the following month's meeting. Amendment requests will be reviewed by the Programme and updated as required, with amended minutes and actions issued alongside the relevant month's meeting papers.

Programme consultation timelines are likely to be set by each group at the time of issuing the consultation/information request.

3.12 Initial Programme Governance Group Summary Table

Group Name	Role	Level	Membership	Attendees
Programme Steering Group (PSG)	Primary programme decision making body	2	Constituency representatives	Senior level delivery & governance experts
Implementation Advisory Group (IAG)	Primary owner of programme implementation	3	Constituency representatives	Senior level programme experts
Design Advisory Group (DAG)	Primary owner for the end-to-end design output	3	Constituency representatives	Senior design experts
Cross-Code Advisory Group (CCAG)	Primary owner for ensuring cross code change	3	Constituency representatives and Code Bodies	Senior regulatory experts and Code Body senior management
Testing Advisory Group (TAG)	Primary Owner for testing output	3	Constituency representatives	Industry testing experts
Testing and Migration Advisory Group (TMAG)	Primary Owner for testing and migration output	3	Constituency representatives	Industry testing and migration experts
Migration Advisory Group (MAG)	Primary Owner for migration output	3	Constituency representatives	Industry migration experts
BPRWG, TDWG, CCIAG, DWG, TWG, MWG, CDWG (and likely future groups)	Development Workgroups and subgroups	4	All programme parties	Dependent on subject
Security Design Working Group	Development Workgroup	4	Security representatives	System security experts

There are three Level 3 groups shown above for testing and migration activities. The TAG was convened in January 2022. This became the TMAG and includes migration activities from March 2022. Subject to TMAG approval it will then separate into separate TAG and MAG groups (likely Q1/Q2 2023), 18 months before migration starts. TMAG will continuously review the TMAG scale and scope of work and if it is more efficient, the groups will be split earlier. The original Terms of Reference for the TAG are retained in the Governance Framework for review when the TMAG and MAG are separated in future.

The governance structure includes an informal Engagement and Communications Group which is a voluntary group for stakeholders to provide input and ongoing support to the Programme stakeholder engagement and communications strategies and methods. It was agreed in the February 2022 PSG to review whether this group should be convened in May 2022. This group would not be part of the Governance structure. It sits outside the structure and remains an informal group.

4 Programme Principles for MHHS Programme Party Cooperation and Collaboration

The following Cooperation Principles have been agreed through the Programme Steering Group via the Programme Change Control process. The objectives of these principles are to:

- 1) Set the principles of efficient interaction and cooperation for all MHHS Programme Parties and ensure they are fair, appropriate and proportionate
- 2) Set some additional commitments for the MHHS Programme and Central Parties to help:
 - a) cooperation work optimally between them
 - b) ensure that all MHHS Programme Parties are treated equitably, as the MHHS Programme and Central Parties are likely to be the organisations that Programme Parties approach for information and advice

The principles mitigate the following risks:

- 1) Inefficient or unclear ways of working for MHHS Programme Parties with the MHHS Programme and between each other
- 2) Actions of MHHS Participants to deliver their own BSC objectives to the detriment of others or the MHHS Programme as a whole
- 3) Inequitable treatment of MHHS Programme Parties with access/information given to some that has not been made available to others (e.g. if some are more proactive)

4.1 MHHS Programme Parties and the MHHS Programme

The following principles will apply to all MHHS Programme Parties and the MHHS Programme itself:

Delivery Focus

- Be delivery-focused in all activities and take responsibility for all relevant delivery activities
- Be familiar with the detailed MHHS Programme plan and deliver activities and outcomes on time to quality
- Act to deliver MHHS objectives collaboratively and not take action that would cause detriment to the programme as a whole
- Be open and proactive in sharing all relevant information to the delivery of the MHHS Programme, including MHHS Programme decision-making
- Follow industry good practice
- Actively participate and use the Programme Governance Framework, particularly for change
- Take reasonable steps to collaborate to resolve issues, mitigate risks and assess change
- Be mindful of programme costs and not take action that might compromise the business case
- Technical content should be accurate and unambiguous, ensuring consistency across the programme

Relationship & Trust

- Respond promptly to reasonable requests for information from each other
- Share information and be transparent unless there are incontrovertible reasons not to do so
- Respect confidentiality and commercial sensitivity of information and introduce no Conflicts of Interest (e.g., DIP procurement)
- Be clear what each party wants from the other(s) – and why

- Promote predictability and trust – parties shall enable the building of mutual trust by consistently meeting obligations and expectations and acting reasonably

Participation & Proactivity

- Be proportionate – collaborative working should not be overly burdensome and should be proportionate
- Proactively and promptly raise issues and risks when aware of them and provide early warning of material risks and issues and any dependencies
- Ensure appropriately skilled people are attending the appropriate meetings
- Encourage informal feedback, participate in any more formal survey or feedback loop

Expected cooperation activities may include the following:

- Bilateral communications (e.g. conversations, email)
- Participation in meetings
- Exchange of information and data (e.g. email, information/data sharing tools, portal)

4.2 Central Parties and the MHHS Programme

The following principles will apply to Central Parties and the MHHS Programme

Central Parties and the MHHS Programme should:

- Have open, honest, transparent communication between themselves
- Respond promptly to reasonable requests for information from all MHHS Programme Parties and be transparent unless there is good reason not to share information (e.g. GDPR, commercially sensitive, confidential)
- Not give any MHHS Programme Parties preferential treatment
- Make information provided to MHHS Programme Parties in dialogue open and available to other similar MHHS Programme Parties – do not give preferential access to information
- Not provide sensitive information to MHHS Programme Parties
- Be responsive to change, being proactive in finding new technical and business features
- Prioritise value over cost, focussing on the value of outputs rather than the cost of inputs

The MHHS Programme and Elexon as the Central Systems Provider will observe the rules of business separation at all time.

The MHHS Programme do not expect to proactively manage Central Parties' interactions with MHHS Programme Parties, but the MHHS Programme reserve the right to audit interactions between Central Parties and MHHS Programme Parties where there is reasonable evidence to suggest that the principles above have been compromised.

5 Programme Steering Group (PSG) Terms of Reference (Level 2)

The PSG Terms of Reference (“ToR”) sets out the role, membership and mode of operation.

5.1 PSG Role

The PSG role is a senior-level group, where key issues, challenges and Level 1 milestone Programme planning are presented and steering group members make strategic decisions which efficiently drives the MHHS Programme forward, delivers the new TOM and ensures the Programme keeps to plan. The PSG owns delivery of the Programme plan and scope, acting as a Programme Board for effective decision-making and monitoring delivery against time, quality and resource/cost.

5.2 PSG Objectives

- To be the overarching Programme decision making authority for Market-wide Half-Hourly Settlement, with the SRO making decisions on advice from PSG where they don't meet Ofgem thresholds.
 - Ensure the Programme is delivered according to the agreed TOM.
 - Ensure the Programme is kept to plan and proactive decisions are made to address any risk of delay, including the review and management of progress reporting and headline RAID.
 - Ensure different programme participant perspectives are appropriately represented during decision making.
 - Receive escalations from lower Level Working Groups and reach consensus, ensuring the Programme progresses to plan.
 - Enable Programme transparency for all impacted constituency groups and stakeholders.
 - Delegate decision-making to appropriate lower Level groups.
-

5.3 Membership

The PSG Membership is the SRO as Chair, a representative from each programme participant constituency and Ofgem as an observer with the Chair able to invite other attendees if relevant:

- a) SRO - Chair
- b) MHHS IM Programme Director
- c) Lead Delivery Partner (LDP) Programme Manager
- d) Lead Delivery Partner Systems Integrator (SI) Manager
- e) Lead Delivery Partner PPC Manager
- f) Other SRO and Lead Delivery Partner representatives who are relevant to agenda items
- g) Independent Programme Assurance (IPA) Manager
- h) Elexon Representative (as central systems provider)
- i) Data Communications Company (DCC) Representative (as smart meter central system provider)
- j) Retail Energy Code Company (RECCo) Representative
- k) Any other provider of a central system required for MHHS implementation (e.g. communications provider)
- l) Large Supplier Representative
- m) Medium Supplier Representative.
- n) Small Supplier Representative
- o) Industrial & Commercial (I&C) Supplier Representative.
- p) Supplier Agent Representative (Independent Supplier Agent)
- q) Supplier Agent Representative

- r) Distribution Network Operator (DNO) Representative
- s) Independent Distribution Network Operator (iDNO) Representative
- t) National Grid Electricity System Operator (ESO)
- u) Consumer Representative
- v) Ofgem (Observer)
- w) The PMO will attend to act as meeting secretariat.

5.4 Purpose and Duties of MHHS Programme Steering Group

PSG's purpose is to be the group that manages and oversees key Programme decisions and approvals, delegates work to other groups and ensures the Programme delivers to plan.

PSG is responsible for taking all high level and escalations decisions, to ensure the programme meets Level 1 timescales.

5.5 PSG Scope, Deliverables, Roles and Responsibilities

- The SRO (or in exceptional circumstance someone delegated by the SRO) will chair the meetings.
- The PMO will maintain and communicate up to date meeting documentation.
- The PMO will issue a headline report within one working day of the meeting, with full minutes, actions and decisions issued within five working days of the meeting.
- The PMO will manage and report on the delivery of P1 and P2 Programme milestones.
- The PMO will maintain an up to date Programme plan, RAID log and actions log.
- The PMO will provide all meeting management services and deliver all regular and ad hoc meetings. PSG Members (or nominated alternatives) will attend every meeting.
- PSG Members will be fully meeting prepared before the meeting starts.
- PSG Members should be a mix of programme delivery and governance experts.

5.6 Decision-making

Decisions above the threshold must be referred to Ofgem by the SRO or the IPA.

PSG will have authority to delegate decisions to lower level groups and sub-groups (Level 3 or Level 4) and should seek to do so where appropriate.

The PMO will ensure decisions are based on full transparency and appropriate consultation. PSG decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.

Where consensus is not reached, the lower level workgroups should escalate the decision to the group above. If a decision cannot be reached at the decision group level, the SRO will make the decision after considering the varying views expressed, including IPA recommendations, if under the threshold or Ofgem will make the decision if above the threshold.

Where the PSG is presented with recommendations, they have the ability to:

- i) Accept the recommendation – the proposal/recommendations are aligned to the TOM and overall objectives.
- ii) Reject the recommendation – the proposal/recommendations does not align to the TOM, programme principles or requires further work/clarity.
- iii) Refer the recommendation for additional work or analysis.
- iv) Accept the recommendation, subject to additional work being completed.
- v) Escalate to Ofgem via the IPA when the recommendation meets the threshold for Ofgem.

All changes must follow the MHHS Programme change control process (Section 7).

6 Implementation Advisory Group (IAG) Terms of Reference (Level 3)

The IAG Terms of Reference (“ToR”) sets out the role, membership and mode of operation.

6.1 IAG Role

The IAG will be convened on an ad-hoc basis by the PSG where the PSG would like more detailed consideration of the MHHS Programme plan and implementation risks and issues.

6.2 IAG Objectives

- Review delegated implementation issues and decisions from PSG.
- Ensure different programme participant perspectives are appropriately represented during decision making.
- Enable Programme plan transparency for all impacted constituency groups and stakeholders for issue resolution.
- Delegate appropriate tasks and activities to other groups.
- Receive escalations from other groups if they are convened at Level 4 below IAG and reach consensus on decisions.
- Provide detailed advice to the SRO, PSG and groups if required.

6.3 Membership

The IAG Membership is the SRO as Chair, programme delivery representative from each programme participant constituency and Ofgem as an observer –

- a) SRO - Chair
- b) SRO Programme Director
- c) Lead Delivery Partner (LDP) Programme Manager
- d) Lead Delivery Partner SI Manager
- e) Lead Delivery Partner PPC Manager
- f) Independent Programme Assurance (IPA) Manager
- g) Elexon Representative (as central systems provider)
- h) DCC Representative (as smart meter central system provider)
- i) RECCo Representative
- j) Any other provider of a central system required for MHHS implementation (e.g. communications provider)
- k) Large Supplier Representative
- l) Medium Supplier Representative
- m) Small Supplier Representative
- n) I&C Supplier Representative
- o) Supplier Agent Representative (Independent Supplier Agent)
- p) Supplier Agent Representative
- q) DNO Representative

- r) iDNO Representative
- s) National Grid ESO
- t) Consumer Representative
- u) Ofgem (Observer, to attend as appropriate)
- v) The PMO will attend to act as meeting secretariat.

6.4 Purpose and Duties of MHHS Implementation Advisory Group

IAG's purpose is to be the group that considers the MHHS Programme plan and implementation risks and issues where delegated from PSG.

6.5 IAG Scope, Deliverables, Roles and Responsibilities

- The SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) will chair the meetings
- The PMO will maintain and communicate up to date meeting documentation.
- The PMO will issue a headline report within one working day of the meeting, with full minutes, actions and decisions issued within five working days of the meeting.
- The PMO will manage and report on the delivery of P1 and P2 Programme milestones where appropriate.
- The PMO will maintain an up to date Programme plan, RAID log and actions log as it might apply to IAG business.
- The PMO will provide all meeting management services and deliver all regular and ad hoc meetings.
- IAG Members (or nominated alternatives) will attend every meeting.
- IAG Members will be fully meeting prepared before the meeting starts.
- IAG Members should be programme delivery experts.

6.6 Decision-making

The IAG will make Level 3 decisions and Level 2 decisions when delegated from the PSG. (Level 1 decisions will be escalated to Ofgem by the SRO or IPA).

The IAG can delegate decisions to another Level 3 group or a lower level work group.

The IAG will ensure that any decisions are based on full transparency with programme participants and appropriate consultation. IAG decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.

Where parties raise significant concerns with an IAG decision, the concern will be resolved by IAG or escalated to the PSG via a constituency representative.

Consultation will be carried out on an ongoing basis. If required the IAG will request information to inform their decisions from other groups, including working groups and sub-groups.

Where the IAG is presented with recommendations from a Working Group(s) they will have the ability to:

- vi) Accept the recommendation – the proposal/recommendations are aligned to the TOM and overall objectives.
- vii) Reject the recommendation – the proposal/recommendations does not align to the TOM, programme principles or requires further work/clarity.
- viii) Refer the recommendation for additional work or analysis.
- ix) Accept the recommendation, subject to additional work being completed.
- x) Refer to the PSG when the recommendation meets the threshold for Ofgem intervention or DAG cannot reach consensus.

Decisions and outputs of the IAG will be published within five working days of the meeting.

7 Design Advisory Group (DAG) Terms of Reference (Level 3)

The DAG Terms of Reference (“ToR”) sets out the role, membership and mode of operation.

7.1 DAG Role

The DAG’s role is to oversee, review, consult and approve, the MHHS Programme development of the end-to-end business processes, system and data architecture that delivers the detailed system design that enables all programme participants to design, build and test their individual system and business changes.

7.2 DAG Objectives

- To be the primary decision-making authority for the system and solution design, unless above Ofgem thresholds.
 - To oversee the Programme design outputs, review and validate the output contents against design principles, objectives and expectations, send the deliverables for consultation and approve the design artefacts.
 - Ensure different programme participant perspectives are appropriately represented during decision making.
 - Enable Design transparency for all impacted constituency groups and stakeholders.
 - Delegate appropriate tasks and activities to Level 4 Working Groups.
 - Receive escalations from lower level workgroups and reach consensus on decisions, so the Programme design work progresses to plan.
 - Provide detailed advice to the SRO, PSG and other groups if required.
-

7.3 Membership

The DAG Membership is the SRO as Chair, technical expert representatives from each programme participant constituency and Ofgem as an observer.

- a) SRO - Chair
- b) SRO Design Manager
- c) Lead Delivery Partner (LDP) Programme/Design Manager
- d) Lead Delivery Partner (SI) System Integrator Manager
- e) Independent Programme Assurance (IPA) Manager
- f) Elexon Representative (as central systems provider)
- g) DCC Representative (as smart meter central system provider)
- h) RECCo Representative
- i) Any other provider of a central system required for MHHS implementation (e.g. communications provider)
- j) Large Supplier Representative
- k) Medium Supplier Representative
- l) Small Supplier Representative
- m) I&C Supplier Representative
- n) Supplier Agent Representative (Independent Supplier Agent)
- o) Supplier Agent Representative
- p) DNO Representative
- q) iDNO Representative
- r) National Grid ESO

- s) Consumer Representative
- t) Ofgem (Observer, to attend as appropriate)
- u) The PMO will attend to act as meeting secretariat.

7.4 Purpose and Duties of MHHS Design Advisory Group

DAG's purpose is to be the mechanism that oversees, reviews and approves end-to-end business processes, system and data architecture deliverables that produce the detailed system designs that enables all programme parties to design, build and test their individual system and business changes.

DAG is responsible for all design decisions and all requests that impact on design.

DAG is responsible for overseeing the development of the physical baseline which will provide the detail necessary for all parties to commence system design and build.

7.5 DAG Scope, Deliverables, Roles and Responsibilities

- DAG's scope is the development and management of all system and process Design Artefacts.
- The SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) will chair the meetings.
- The PMO will maintain and communicate up to date meeting documentation.
- The PMO will issue a headline report within one working day of the meeting, with full minutes, actions and decisions issued within five working days of the meeting.
- The PMO will maintain an up to date Programme plan, RAID log and actions log.
- The PMO will provide all meeting management services and deliver all regular and ad hoc meetings.
- DAG Members (or nominated alternatives) will attend every meeting.
- DAG Members will be fully meeting prepared before the meeting starts.
- DAG Members should be a mix of business, system, data, design, security and solution technical experts.

7.6 Decision-making

The DAG will make Level 3 decisions and Level 2 decisions when delegated from the PSG. (Level 1 decisions will be escalated to Ofgem by the SRO or IPA).

The DAG can delegate decisions to another Level 3 group or a lower level work group.

The DAG will ensure that any decisions are based on full transparency with programme participants and appropriate consultation. DAG decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.

Where parties raise significant concerns with a DAG decision, the concern will be resolved by DAG or escalated to the PSG via a constituency representative.

Consultation will be carried out on an ongoing basis, with the DAG taking decisions based on information developed by Design Working Groups.

Where the DAG is presented with recommendations from Design Working Groups they will have the ability to:

- i) Accept the recommendation – the proposal/recommendations are aligned to the TOM, overall objectives and design principles.
- ii) Reject the recommendation – the proposal/recommendations does not align to the TOM, programme and design principles or requires further work/clarity.
- iii) Refer the recommendation for additional work or analysis.
- iv) Accept the recommendation, subject to additional work being completed.

- v) Refer to the PSG when the recommendation meets the threshold for Ofgem intervention or DAG cannot reach consensus.

It should be noted that the design principles should be adhered to wherever possible. However, this does not rule out instances where DAG may deviate from these, where sufficient justification exists to deliver the core elements of the design solution.

Decisions and outputs of the DAG will be published within five working days of the meeting.

7.7 Design Working Groups (Level 4)

The DAG will convene several End to End (E2E) Design Working Groups which will have responsibilities to develop specific aspects of the E2E design.

Design Working Groups will report to DAG who will agree and define the scope of each group on its creation. Work from the Design Working Groups will be subject to review by DAG.

The DAG will stand up E2E working groups as needed and will have the responsibility of approving a clear Terms of Reference and Deliverables for each group it establishes.

Groups will be convened at the appropriate point and may not be required to remain active throughout the Programme delivery.

The below groups are currently in place as Design Working Groups:

- a) Business Process & Requirements Working Group (BPRWG)
- b) Technical Design Working Group (TDWG)
- c) Security Design Working Group (SDWG)

The below groups are likely to be required as Design Working Groups. (This list is not exhaustive).

- d) Consequential Change Impact Assessment Group (CCIAG)
- e) Data Working Group (DWG)

The purpose, specific deliverables and membership of each group will be determined by the DAG when each Design Working Group is created.

All Design Working Groups will report their output to the DAG for approval. This will occur on an ongoing basis and may require engagement with wider industry.

Where a Design Working Group is unable to reach a consensus on a decision delegated to them by DAG the matter will be escalated to the DAG.

All Design Working Groups will be attended and chaired by the SRO or someone delegated by the SRO such as the MHHS Lead Delivery Partner. Meeting attendance should be open to all, unless otherwise determined.

Design Working Group members will be expected to actively contribute to the development and review of collateral required to achieve the deliverables, this is likely to include completing tasks and actions outside of the Design Working Group.

8 Cross-Code Advisory Group (CCAG) Terms of Reference (Level 3)

The CCAG Terms of Reference (“ToR”) sets out the role, membership and mode of operation.

8.1 CCAG Role

The CCAG role is to oversee the development, management and implementation of MHHS Programme related Code changes to all MHHS impacted Codes to ensure Code reflects how the new MHHS TOM process and systems operate.

8.2 CCAG Objectives

- To be the primary authority for coordinating, monitoring and managing MHHS impacted Code changes, unless a decision is above Ofgem thresholds.
 - To oversee the Programme Code change management and progression against objectives, that ensures compliance with MHHS system and operational changes.
 - Ensure different programme participant, especially Code body perspectives are appropriately represented.
 - Enable transparency of Code changes for all impacted parties and stakeholders and ongoing monitoring of relevant Code Body Code change management and Code change implementation.
 - Delegate appropriate tasks and activities to Level 4 Cross Code Working Groups (e.g. Code Drafting Working Group).
 - Receive escalations from lower level workgroups and reach consensus on decisions, so the Programme Code changes progresses to plan.
 - Escalate to the PSG issues and decision making when consensus cannot be reached at the CCDG.
 - Provide detailed advice to the SRO, PSG and other groups if required.
-

8.3 Membership

The CCAG Membership is constituted from senior management representatives from each Programme impacted Code Body, programme participant constituency representatives, Ofgem as an observer and the MHHS Programme –

- a) SRO - Chair
 - b) SRO Governance Manager
 - c) Lead Delivery Partner (LDP) Programme/Design Manager
 - d) Independent Programme Assurance (IPA) Manager
 - e) Elexon Representative (as central systems provider)
 - f) Elexon Representative (as BSC/BSCCo Manager)
 - g) DCC Representative (as smart meter central system provider)
 - h) Smart Energy Code (SEC) Representative
 - i) RECCo Representative
 - j) Connection and Use of System Code (CUSC) Representative
 - k) Distribution Connection and Use of System Agreement (DCUSA) Representative
 - l) National Grid ESO
 - m) Supplier Representative (Domestic Representative)
 - n) Supplier Representative (I&C Representative)
 - o) Supplier Agent Representative (Independent Supplier Agent)
 - p) Supplier Agent Representative
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- q) DNO/iDNO Representative
- r) Consumer Representative
- s) Ofgem (Observer, to attend as appropriate)
- t) The PMO will attend to act as meeting secretariat.

8.4 Purpose and Duties of Cross-Code Advisory Group

CCAG purpose is to oversee the central coordination, monitoring and management of 'farmed-out' Code change requests and modifications to all impacts MHHS impacted Code Bodies.

CCAG duty is to ensure MHHS impacted Codes are updated and comply with the new MHHS arrangements.

8.5 CCAG Scope, Deliverables, Roles and Responsibilities

- CCAG is responsible for overseeing the development of the Code Modifications and redlined legal text production that delivers MHHS Code compliance.
- The SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) will chair the meetings.
- The PMO will maintain and communicate up to date meeting documentation.
- The PMO will issue a headline report within one working day of the meeting, with full minutes, actions and decisions issued within five working days of the meeting.
- The PMO will maintain an up to date Programme plan, RAID log and actions log.
- The PMO will centrally monitor and provide related Code change programme management.
- The PMO will provide all meeting management services and deliver all regular and ad hoc meetings.
- CCAG Members (or nominated alternatives) will attend every meeting.
- CCAG Members will be fully meeting prepared before the meeting starts.
- CCAG Members should be a mix of Code Body and regulatory experts.

8.6 Decision-making

The CCAG will make Level 3 decisions and Level 2 decisions when delegated from the PSG. (Level 1 decisions will be escalated to Ofgem by the SRO or IPA via the PSG).

The CCAG can delegate decisions to another Level 3 group or a lower level work group.

The CCAG will ensure that any decisions are based on full transparency with programme participants and appropriate consultation. CCAG decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.

Where parties raise significant concerns with a CCAG decision, the concern should be escalated to the PSG via their constituency representative or the SRO.

Consultation will be carried out on an ongoing basis, with the CCAG taking decisions based on information developed by the Cross Code Working Group(s).

Where the CCAG is presented with recommendations from lower level Cross Code Working Group(s) they will have the ability to:

- i) Accept the recommendation – the proposal/recommendations are aligned to the TOM and overall objectives.
- ii) Reject the recommendation – the proposal/recommendations does not align to the TOM, programme principles or requires further work/clarity.
- iii) Refer the recommendation for additional work or analysis.

- iv) Accept the recommendation, subject to additional work being completed.
- v) Refer to the PSG when the recommendation meets the threshold for Ofgem intervention or CCAG cannot reach consensus.

Decisions and outputs of the CCAG will be published within five working days of the meeting.

8.7 Cross Code Working Group(s) (Level 4)

The CCAG will convene Level 4 Working Group(s) to progress the code drafting and manage regulatory issues.

The first Working Group is the Code Drafting Working Group (CDWG). The Code Drafting Working Group reports to CCAG who will agree and define the scope of each group on its creation. Work and output from the Code Drafting Working Group will be subject to review and action by the CCAG. The CCAG will manage, consult, approve and recommend the Code related decisions from the Code Drafting Working Group. The Code Drafting Working Group may not be required to remain active throughout the Programme delivery.

9 Testing Advisory Group (TAG) Terms of Reference (Level 3)

The TAG Terms of Reference (“ToR”) sets out the role, membership and mode of operation.

9.1 TAG Role & Responsibilities

The TAG’s role is to:

- be responsible for overseeing the successful preparation for and execution of all testing which will provide the necessary incremental confidence for Migration and Go-Live
- be accountable for the delivery of Testing deliverables and milestones to time and quality
- be responsible for all delegated Testing decisions and all requests that impact on Testing
- approve delegated testing deliverables within the MHHS Programme
- establish Level 4 Working Groups where necessary to develop Testing deliverables, resolve Testing issues and mitigate Testing risks
- recommend approval to PSG for any PSG-level deliverables that TAG has a role in reviewing
- present proposals to the Change Board for any new deliverables, change to the content of deliverables, change to the timing of delivery of deliverables
- Impact assess any change that impacts Testing as received from the Change Board
- manage risks, issues and dependencies associated with Testing and escalate any that impact programme level accordingly to the MHHS Programme/PSG

9.2 TAG Objectives

- To be the primary decision-making authority for delegated Testing deliverables and milestones, unless above Ofgem thresholds.
- To oversee the Programme Testing deliverables and milestones, review and validate the deliverables against product descriptions and milestones against acceptance criteria, send the deliverables for consultation and approve the Testing deliverables and milestones.
- Ensure different programme participant perspectives are appropriately represented during decision making.
- Enable transparency of Testing developments and deliverables for all impacted constituency groups and stakeholders.
- Delegate appropriate tasks and activities to Level 4 Working Groups.
- Receive escalations from lower level workgroups and reach consensus on decisions, so the Programme Testing work progresses to plan.
- Provide detailed Testing advice to the SRO, PSG and other groups if required.

9.3 Membership

The TAG Membership is the SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) as Chair, technical expert testing constituency representatives from each programme participant and Ofgem as an observer –

- a) SRO - Chair
- b) SRO Test Manager
- c) Lead Delivery Partner (LDP) Testing Architect
- d) Lead Delivery Partner (SI) System Integrator Manager
- e) Independent Programme Assurance (IPA) Representative
- f) Elexon Representative (as central systems provider)

- g) DCC Representative (as smart meter central system provider)
- h) RECCo Representative
- i) Any other provider of a central system required for MHHS implementation (e.g. communications provider, potentially Electralink)
- j) Large Supplier Representative
- k) Medium Supplier Representative
- l) Small Supplier Representative
- m) I&C Supplier Representative
- n) Supplier Agent Representative
- o) DNO Representative
- p) iDNO Representative
- q) National Grid ESO
- r) Consumer Representative
- s) Ofgem (Observer, to attend as appropriate)
- t) The PMO will attend to act as meeting secretariat.

It may be that some parties do not feel as though they have a role in providing testing input (e.g. Consumer Representative) and in this case, the place will be open for future attendance if that position changes.

9.4 TAG Member Roles and Responsibilities

- The SRO (or someone delegated by the SRO) will chair the meetings.
- The PMO will maintain and communicate up to date meeting documentation.
- The PMO will issue a headline report within one working day of the meeting, with full minutes, actions and decisions issued within five working days of the meeting.
- The PMO will maintain an up to date Programme plan, RAID log and actions log.
- The PMO will provide all meeting management services and deliver all regular and ad hoc meetings.
- The PMO will publish TAG documentation as it is non-confidential
- TAG Members (or nominated alternatives) will attend every meeting. TAG meetings are scheduled for every third Wednesday of the month.
- TAG Members will be fully meeting prepared before the meeting starts. To facilitate this readiness papers will be distributed five working days in advance of the scheduled TAG meeting.
- TAG Members should be testing technical experts, with experience of similar industry programme testing an advantage.

9.5 Decision-making

The TAG will make Level 3 decisions and Level 2 decisions when delegated from the PSG. (Level 1 decisions will be escalated to Ofgem by the SRO or IPA).

The TAG can delegate decisions to another Level 3 group or a lower level work group.

The TAG will ensure that any decisions are based on full transparency with programme participants and appropriate consultation.

TAG decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.

Any joint decision-making required with other industry governance (e.g. SEC TAG) will be considered as part of the Testing deliverables.

Where parties raise significant concerns with a TAG decision, the concern will be resolved by TAG or escalated to the PSG via a constituency representative.

Consultation will be carried out on an ongoing basis, with the TAG taking decisions based on information developed by Testing Working Groups.

Where the TAG is presented with recommendations from Testing Working Groups they will have the ability to:

- i) Accept the recommendation – the proposal/recommendations are aligned to the TOM, product descriptions, acceptance criteria and overall objectives.
- ii) Reject the recommendation – the proposal/recommendations does not align to the TOM, product descriptions, acceptance criteria and overall objectives or requires further work/clarity.
- iii) Refer the recommendation for additional work or analysis.
- iv) Accept the recommendation, subject to additional work being completed.
- v) Refer to the PSG when the recommendation meets the threshold for Ofgem intervention

A headline report will be issued by the PMO within one working day of the TAG, with full minutes, actions and decisions issued within five working days of the TAG.

9.6 Testing Working Groups (Level 4)

The TAG is likely to convene a number of Testing Working Groups which will have responsibilities to develop specific aspects of the Testing strategy, approach, design and deliverables.

Testing Working Groups will report to TAG who will agree and define the purpose, scope, specific deliverables and membership of each group on its creation. Work from the Testing Working Groups will be subject to review and approval by TAG. This will occur on an ongoing basis and may require engagement with wider industry.

Where a Testing Working Group is unable to reach a consensus on a decision delegated to them by TAG the matter will be escalated to the TAG.

All Testing Working Groups will be attended and chaired by the SRO or someone delegated by the SRO such as the MHHS Lead Delivery Partner. Meeting attendance should be open to all, unless otherwise determined.

Testing Working Group members will be expected to actively contribute to the development and review of collateral required to achieve the deliverables, this is likely to include completing tasks and actions outside of the Testing Working Group.

10 Testing and Migration Advisory Group (TMAG) Terms of Reference (Level 3)

The TMAG Terms of Reference (“ToR”) sets out the role, membership and mode of operation.

10.1 TMAG Role & Responsibilities

The TMAG’s role is to:

- be responsible for overseeing the successful preparation for and execution of all testing which will provide the necessary incremental confidence for Migration and Go-Live
- be accountable for the delivery of Testing and Migration deliverables and their associated milestones to time and quality
- be responsible for all delegated Testing and Migration decisions and all requests that impact on Testing and Migration
- approve delegated Testing and Migration deliverables within the MHHS Programme
- establish Level 4 Working Groups where necessary to develop Testing and Migration deliverables, resolve Testing issues and mitigate Testing risks
- recommend approval to PSG for any PSG-level deliverables that TMAG has a role in reviewing
- present proposals to the Change Board for any new deliverables, change to the content of deliverables, change to the timing of delivery of deliverables
- Impact assess any change that impacts Testing and Migration as received from the Change Board
- manage risks, issues and dependencies associated with Testing and Migration and escalate any that impact programme level accordingly to the MHHS Programme/PSG

It is envisaged that migration will separate from Q1 2023 (18 months prior to the start of migration) to focus on the specific needs of the migration activity.

10.2 TMAG Objectives

- To be the primary decision making authority for delegated Testing and Migration deliverables and milestones, unless above Ofgem thresholds.
- To oversee the Programme Testing and Migration deliverables and their milestones, review and validate the deliverables against product descriptions and milestones against acceptance criteria, send the deliverables for consultation and approve the Testing and Migration deliverables and their milestones.
- Ensure different programme participant perspectives are appropriately represented during decision making.
- Enable transparency of Testing and Migration developments and deliverables for all impacted constituency groups and stakeholders.
- Delegate appropriate tasks and activities to Level 4 Working Groups.
- Receive escalations from lower level workgroups and reach consensus on decisions, so the Programme Testing and Migration work progresses to plan.
- Provide detailed Testing and Migration advice to the SRO, PSG and other groups if required.

10.3 Membership

The TMAG Membership is the SRO (or someone delegated by the SRO from within the MHHS Implementation Manager function) as Chair, technical expert testing constituency representatives from each programme participant and Ofgem as an observer –

- a) SRO - Chair

- b) SRO Test Manager
- c) Lead Delivery Partner (LDP) Testing Architect
- d) Lead Delivery Partner (SI) System Integrator Manager
- e) Independent Programme Assurance (IPA) Representative
- f) Elexon Representative (as central systems provider)
- g) DCC Representative (as smart meter central system provider)
- h) RECCo Representative
- i) Large Supplier Representative
- j) Medium Supplier Representative
- k) Small Supplier Representative
- l) I&C Supplier Representative
- m) Supplier Agent Representative
- n) DNO Representative
- o) iDNO Representative
- p) National Grid ESO
- q) Consumer Representative
- r) Ofgem (Observer, to attend as appropriate)
- s) The PMO will attend to act as meeting secretariat.

It may be that some parties do not feel as though they have a role in providing testing input (e.g. Consumer Representative) and in this case, the place will be open for future attendance if that position changes.

10.4 TMAG Member Roles and Responsibilities

The SRO (or someone delegated by the SRO) will chair the meetings.

The PMO will maintain and communicate up to date meeting documentation.

The PMO will maintain an up to date Programme plan, RAID log and actions log.

The PMO will provide all meeting management services and deliver all regular and ad hoc meetings.

The PMO will publish TMAG documentation as it is non-confidential

TMAG Members (or nominated alternatives) will attend every meeting. TMAG meetings are scheduled for every third Wednesday of the month.

TMAG Members will be fully meeting prepared before the meeting starts. To facilitate this readiness papers will be distributed five working days in advance of the scheduled TMAG meeting.

TMAG Members should be testing technical experts, with experience of similar industry programme testing an advantage.

TMAG is a single seat constituency model and where require the TMAG member is expected to be fully briefed by liaising with their Migration expert. Where the agenda is aligned to Migration issues it may be more effective to relinquish their TMAG seat in favour of the Migration expert.

10.5 Decision Making

The TMAG will make Level 3 decisions and Level 2 decisions when delegated from the PSG. (Level 1 decisions will be escalated to Ofgem by the SRO or IPA).

The TMAG can delegate decisions to another Level 3 group or a lower level work group.

The TMAG will ensure that any decisions are based on full transparency with programme participants and appropriate consultation.

TMAG decisions will be by consensus and if consensus cannot be reached the Chair will make an informed decision.

Any joint decision-making required with other industry governance (e.g. SEC TAG) will be considered as part of the Testing deliverables.

Where parties raise significant concerns with a TMAG decision, the concern will be resolved by TMAG or escalated to the PSG via a constituency representative.

Consultation will be carried out on an ongoing basis, with the TMAG taking decisions based on information developed by Testing and Migration Working Groups.

Where the TMAG is presented with recommendations from Testing or Migration Working Groups they will have the ability to:

- i) Accept the recommendation – the proposal/recommendations are aligned to the TOM, product descriptions, acceptance criteria and overall objectives.
- ii) Reject the recommendation – the proposal/recommendations does not align to the TOM, product descriptions, acceptance criteria and overall objectives or requires further work/clarity.
- iii) Refer the recommendation for additional work or analysis.
- iv) Accept the recommendation, subject to additional work being completed.
- v) Refer to the PSG when the recommendation meets the threshold for Ofgem intervention

A headline report will be issued within one working day of the TMAG, with full minutes, actions and decisions issued within five working days of the TMAG.

10.6 Testing and Migration Working Groups (Level 4)

The TMAG is likely to convene a number of Testing and Migration Working Groups which will have responsibilities to develop specific aspects of the Testing and Migration strategies, approach, design and deliverables.

Testing and Migration Working Groups will report to TMAG who will agree and define the purpose, scope, specific deliverables and membership of each group on its creation. Work from the Testing and Migration Working Groups will be subject to review and approval by TMAG. This will occur on an ongoing basis and may require engagement with wider industry.

Where a Testing or Migration Working Group is unable to reach a consensus on a decision delegated to them by TMAG the matter will be escalated to the TMAG.

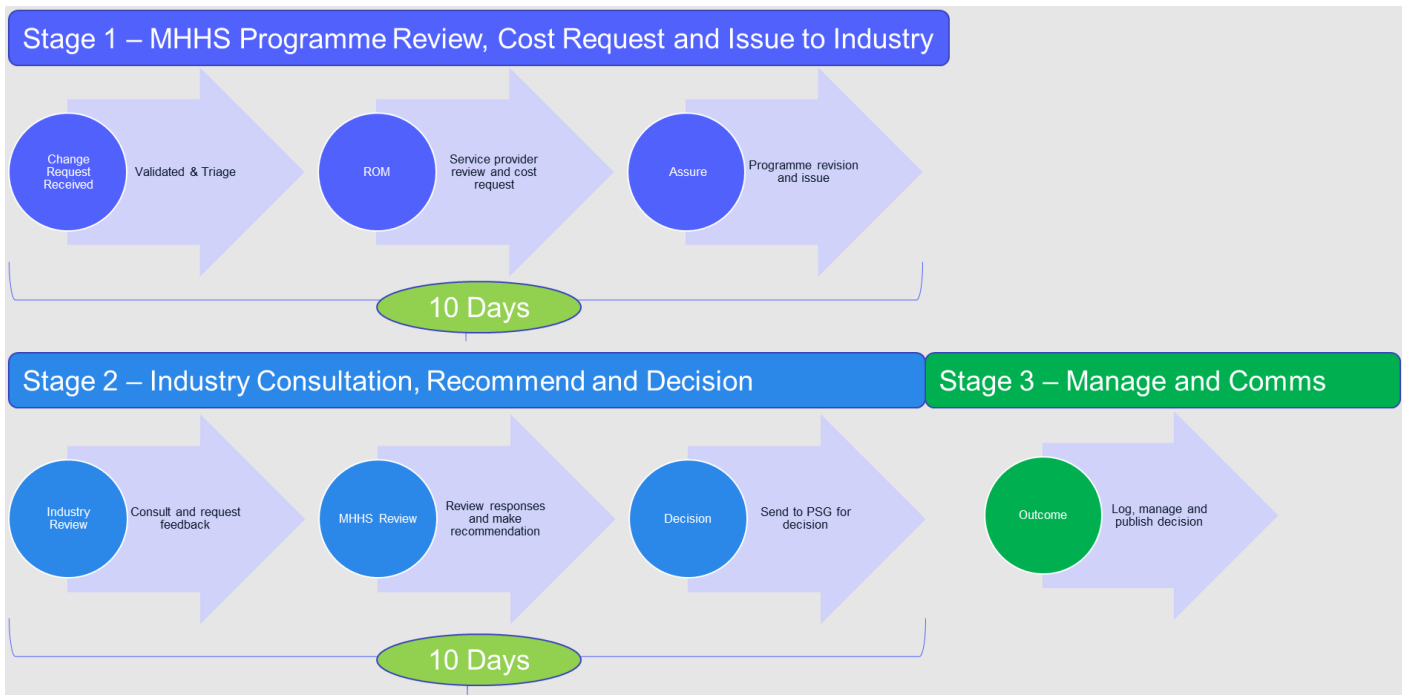
All Testing and Migration Working Groups will be attended and chaired by the SRO or someone delegated by the SRO such as the MHHS Lead Delivery Partner. Meeting attendance should be open to all, unless otherwise determined.

Testing and Migration Working Group members will be expected to actively contribute to the development and review of collateral required to achieve the deliverables, this is likely to include completing tasks and actions outside of the Testing and Migration Working Group.

11 Change Control High-Level Principles

All programme changes must follow a robust change control process. The change control process must be available to all programme participants. Change requests, should be actioned quickly, so programme activities are progressed to plan, but have the required detail for all parties to assess the change and provide feedback. Consultation feedback should be within the agreed timescales. Decision making should follow a robust process and be informed. All change request outcomes must be communicated and managed effectively. The detailed change process has now been published.

11.1 Change Control Process Diagram



11.2 Proposed High-Level Change Control Process

All programme participants must have access to the change control process and be able to raise a change requests. The change request process should start when the programme receives a valid change request. The MHHS Implementation Manager should validate the change request. If there are any issues with the change request received, the MHHS Implementation Manager should engage with the change request author to resolve the issue.

A valid change request should be triaged by the MHHS Implementation Manager and the relevant impact assessments and cost estimate should be requested and created. The MHHS Implementation Manager should amend the change request to ensure the appropriate information is contained within it, for industry assessment.

The MHHS Implementation Manager should issue the change request for industry consultation through agreed communication channels. The consultation responses should be reviewed by the appropriate MHHS Implementation Manager functions for their input and recommendation. The updated change request should be issued to PSG (or other decision group if appropriate) for their decision and recommendation.

If the change request impact is above the Ofgem thresholds, the SRO should escalate the change request to Ofgem for their action and decision. If the change request is below the Ofgem thresholds, then PSG should be able to make a recommendation. PSG’s decision should be communicated and the change request should be actioned appropriately. If the change request is below the Ofgem thresholds and PSG cannot decide or make a recommendation, the SRO can cast the deciding vote or request additional analysis to support decision making.

All change requests should be managed and logged by the MHHS Implementation Manager. All change requests decisions should be communicated within 10 working days of a decision.

Detailed change control approach and process will be reviewed by PSG and approved by Ofgem.