



**MHHS
PROGRAMME**
Industry-led, Elexon facilitated

Programme Steering Group #5

02 March 2022

Version 1.0

MHHS-DEL 226

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Agenda

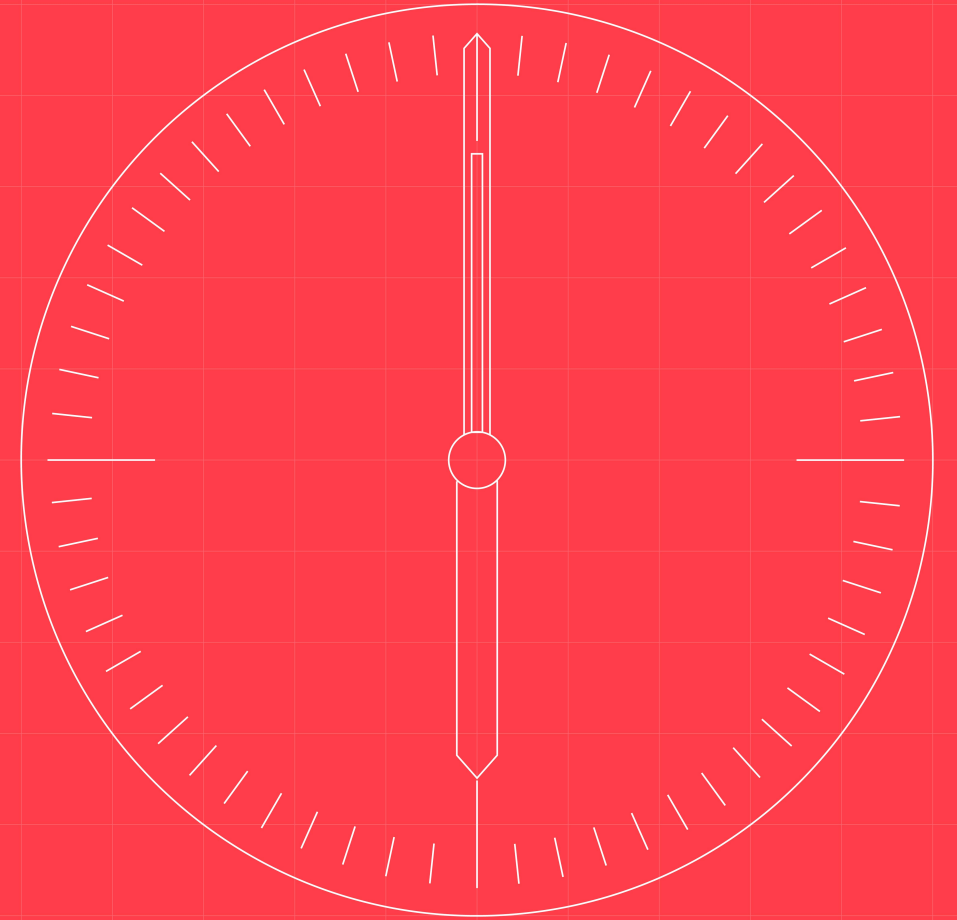
#	Item	Objective	Lead	Time	Page
1	Welcome		Chris Welby	10:00-10:05 5 mins	2
2	Minutes and Actions Review	Approve February minutes. Update on open actions, closing where appropriate.	Chris Welby	10:05-10:15 10 mins	3
3	Independent Programme Assurer (IPA) Introduction	Introduce the IPA and provide an overview of their role and remit.	Richard Shilton	10:15-10:30 15 mins	6
4	Supplier Plan Delay Proposal	Provide information on activities and progress since the last PSG and decide plan to reach a conclusion.	Keith Clark	10:30-11:00 30 mins	14
5	Programme Change Control Process	Present the proposed MHHS Change Control process for feedback and questions.	Lewis Hall	11:00-11:20 20 mins	18
6	Programme Cooperation Principles and Ways of Working	Approve recommendations for Programme Cooperation Principles.	Jason Brogden	11:20-11:30 10 mins	29
7	MHHS Governance Framework Approval	Approve the new version of the MHHS Governance Framework.	Jason Brogden	11:30-11:35 5 mins	31
8	Programme Dashboards	Take questions from PSG members on all dashboards.	Chris Welby	11:35-11:45 10 mins	33
9	Summary and next steps	Agree actions. Look forward to April's PSG.	Chris Welby	11:45-11:50 5 mins	41
10	Appendix				44

Minutes and Actions Review

Objective: Approve February minutes. Update on open actions, closing where appropriate

Chris Welby

10 mins



Minutes and Actions Review (1 of 2)

- Approval of Minutes from 02/02/22 ([PSG Meeting Minutes - 02 February 2022](#))
- Open Actions and Actions from PSG 02/02/22:

Ref	Date	Action	Owner	Due Date	Status
PSG01-06	10/11/2021	Programme to provide a more detailed understanding of the transition plan to programme participants.	Programme PMO	Qtr2 2022 (part of rebaselining exercise)	OPEN: Information to be provided as part of full mobilisation and the rebaselining activities. This remains open and will do so until the replan, currently scheduled for Q2 2022
PSG02-04	15/12/2021	The Programme Budget update to be added as a standard PSG agenda item from an appropriate point in time – TBD with PSG.	Programme SRO	30/01/2022	PROPOSAL TO CLOSE: added as a standing agenda item in March PSG (see within agenda item 8 on programme dashboards). Proposal to close action following March PSG
PSG03-04	20/01/2022	Consider the PSG communications approach going forward (e.g., pack issue to wider participants, use of WebEx)	Programme SRO	15/02/2022	PROPOSAL TO CLOSE: Internal meeting held with programme SRO, PMO, PPC and comms functions to review the existing comms approach and assess further recommendations. At this stage, the programme has decided not to change the current approach (e.g. with WebEx). Please see appendix for further rationale
PSG04-01	02/02/2022	Supplier mobilisation plans to be developed further: <ul style="list-style-type: none"> • Programme and supplier constituency reps to meet to develop the supplier change proposal further, exploring additional options and adding further detail. Benefits and costs of any options are to be assessed, with a further proposal and evidence base to be brought forward. Wider supplier programme participants (in addition to reps) are to be engaged in the discussion. • Programme to engage wider constituencies in addition to suppliers once the supplier proposal is developed further, to ensure the impacts on wider programme parties are considered • Programme and IPA to meet to discuss the evidence required to demonstrate that a change proposal is justified. IPA to join supplier discussions as required. • Programme to schedule ad hoc PSG if required to review new proposal 	Programme , Supplier Reps, IPA	23/02/2022	OPEN: agenda item 4 for PSG 02/03/22

Minutes and Actions Review (2 of 2)

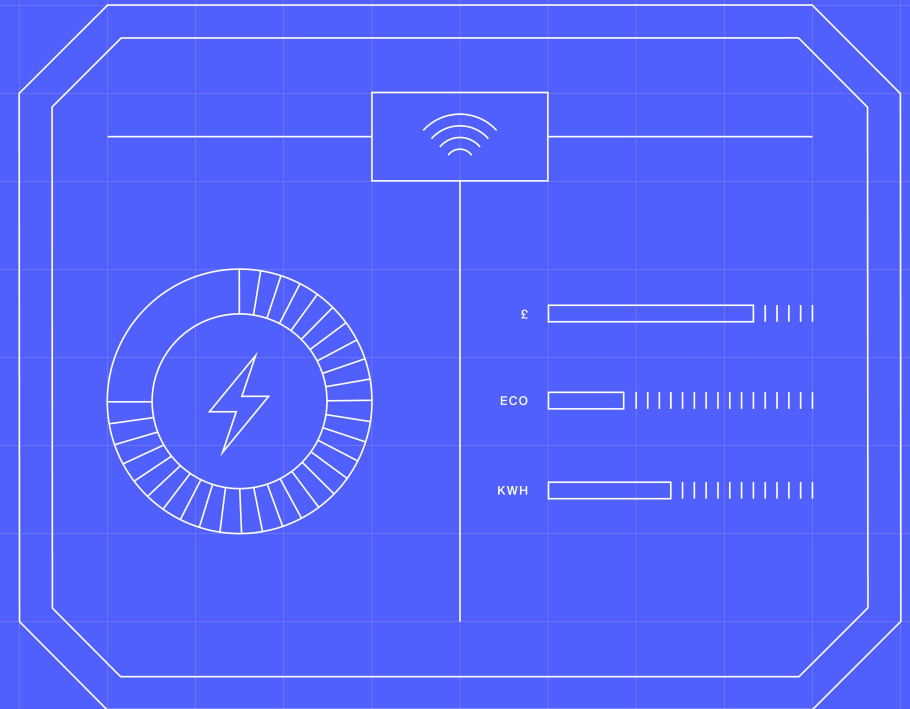
Ref	Date	Action	Owner	Due Date	Status
PSG04-02	02/02/2022	Develop a consumer log to track/flag consumer issues from advisory/working groups to the consumer constituency rep	PMO	02/03/2022	OPEN: Internal discussions held on known consumer issues and the Programme consumer issue management process. The Programme believes consumer issues within sub-groups are limited and already known, and therefore that a log is not necessary. A further session is planned with the Consumer Rep to review consumer issues to date and discuss the Programme position.
PSG04-03	02/02/2022	Develop MHHS Governance Framework as per governance arrangement proposals presented and discussed in PSG. New version of MHHS Governance Framework to be shared with PSG group for review by correspondence ahead of March PSG	Programme	23/02/2022	OPEN: The update MHHS Governance Framework was distributed with PSG members for review alongside March meeting papers. The PSG is invited to approve the new version (agenda item 7)
PSG04-04	02/02/2022	Raise migration membership and role at upcoming TAG (16/02) to determine how migration may develop within the TAG, including migration membership requirements	Chris W	09/02/2022	CLOSED: agreement in principle with TAG members with 3x solutions to ensure migration representation. Next steps agreed to define the Migration WG and update TAG ToR to reflect TMAG
PSG04-05	02/02/2022	Discuss migration role in the TAG with TAG leads, Kate Goodman and Adrian Ackroyd	Jason B	09/02/2022	CLOSED: discussion held 04/02
PSG04-06	02/02/2022	Review mobilisation of a 'Comms and Engagement' governance group in May PSG	Chris W	04/05/2022	OPEN: for review in May PSG
PSG04-07	02/02/2022	Review RAID log to ensure that the open Small Supplier nominations are captured	PMO	02/03/2022	CLOSED: RAID reviewed and updated by Programme and PMO

Independent Programme Assurer (IPA) Introduction

Objective: Introduce the IPA and provide an overview of their role and remit

Richard Shilton

15 mins





MHHSP IPA Introduction

February 2022



Independent Assurance Programme Team

IPA Leadership & Quality

Engagement Partner



Dave Gandee
Partner

Engagement Director & IPA Lead



Richard Shilton
Director

Quality Partner (QP)



Sandie Grimshaw
Partner

Core IPA Team

Core Team Lead



Rhiannon Harrison
Senior Manager

Core Team Support



Keelyn O'Brien
Senior Associate

Core Team Support



Leon Yemoh
Associate

Key Stage-based IPA Team

Stage-based Lead



Martin Crozier
Director

Stage-based Support



Sajwal Dash
Manager

Stage-based Support



Remi Adeshina
Senior Associate

Stage-based Support



Daniel Morgan
Senior Associate

SMEs

Design IPA Lead



Colin Bezant
Director

Consumer IPA Lead



Rob Salter-Church
Director

Transition IPA Lead



Steve Mullins
Director

Assurance Objective and Principles

The purpose of assurance is to build **trust, transparency and confidence** in the end-to-end delivery of MHSSP and that quality decision-making and actions are being taken by all participants to successfully achieve the overall programme outcomes

- **Risk-based and flexible**
Assurance activity will be risk-based and aligned to the MHHSP plan and Success Factors to ensure appropriate assurance coverage and be flexible to address risks/issues as they emerge.
- **Forward looking**
Assurance will be forward looking to identify potential issues and risks before they become critical to allow mitigating actions to be established in good time.
- **Independent and credible**
Presents findings that can be respected and trusted by all parties by providing fair, constructive challenge and leverages subject matter experts.
- **Outcome/delivery focused and action orientated**
Assurance is focused on enabling action to support successful delivery of the overall programme outcomes.
- **Collaborative and 'no surprises'**
Delivery of assurance will be underpinned by collaborative working across all parties and sharing assurance findings/views as they are identified.
- **Avoids duplication**
Assurance activities will be scoped to supplement other programme delivery or assurance activities and avoid unnecessary overlap wherever possible.

Overall Assurance Approach

Feb to Apr 22

Apr 22 to Oct 25

Nov to Dec 25

**Phase 1:
Assurance
Mobilisation**

- Agree ways of working
- Establish IPAF
- Baseline Assurance Plan
- Mobilisation Assurance

Phase 2a: Continuous Assurance Drumbeat
Providing ongoing theme-based assurance and input to the programme.

Phase 2b: Stage Based Assurance
Providing an early view of readiness and supporting corrective action prior to key milestone decisions

**Phase 3:
Assurance
Closure**

Capturing Residual Risks and issues and providing lessons learned reports

Independent Programme Assurance Framework (IPAF)

Assurance Control Points

Assurance Reporting into PSG, SRO and Ofgem

Assurance Activities - Continuous Assurance

Continuous Assurance

Deliver Assurance Framework (Work Package 1)	Development and maintenance of an Independent Programme Assurance Framework (IPAF) which will set out how the Independent Programme Assurance service will be delivered.	Ongoing throughout the programme
MHHS Transition Timetable (WP3)	Assurance that the MHHS Transition Timetable is realistic and achievable (and is accepted as such by programme participants), and likely to deliver the earliest possible end of migration.	Ongoing throughout the programme
Design Documentation (WP4)	Assurance that the Design Documentation is complete, has been developed and is maintained (through change control) to an appropriate level of detail and to an appropriate quality.	Ongoing throughout the programme
Assure Conflicts of Interest are Mitigated (WP5)	Assuring that processes are in place to ensure that potential conflicts of interest are transparently and effectively managed within the MHHS Programme Implementation Framework, and that these do not cause suboptimal decision making.	Ongoing throughout the programme
Independent Reporting to Elexon Board (WP6)	Assurance to the Elexon SRO, PSG and Ofgem as Programme Sponsor over the duration of the MHHS Programme over whether the SRO is effectively meeting its obligations.	At key points throughout the programme lifecycle
Ad-Hoc Additional Assurance and Advice (WP14)	Undertake additional ad hoc risk assessments of Programme Participants and suggest appropriate assurance reviews and deep dives in response to emerging risks or issues.	As required based on emerging risks/issues

Assurance Activities - Stage-Based

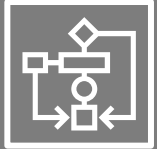
Stage-Based Assurance *(timing to be aligned to MHSP plan)*

Mobilisation Assurance (WP2)	Assure that all pre-cursor activity up to and including the appointment of the central programme functions has been completed or are on track, and these central programme functions are mobilised to meet the MHHS Programme implementation timetable.	Feb to Apr 22
Assurance 'Central Programme Functions' readiness to enter DBT (WP7)	Assurance that central programme functions are suitably ready to enter into the Design and Build (D&B) phase of the MHHS Programme.	Apr to Aug 22
Other Programme Parties readiness to enter DBT (WP8)	Assurance that Market Participants are suitably ready to enter the Design and Build (D&B) phase of the MHHS Programme.	Apr to Aug 22
Assure Readiness for PIT (WP9)	Assure readiness of Programme Participants, including central system providers, in the run up to and through Pre-Integration Testing (PIT).	Oct 22 to Jul 23
Assure Readiness for SIT (WP10)	Assure readiness of Programme Participants, including central system providers, in the run up to and through System Integration Testing (SIT).	May to Oct 23
Assure Readiness for System Proving (WP11)	Assure readiness of Programme Participants, including central system providers, to enter and exit System Proving.	Sep 23 to Sep 24
Assure BSC Panel Decisions on Qualification (WP12)	Assurance that the decisions made by the BSC Panel regarding whether Suppliers have successfully completed Qualification, and have agents in place who have successfully completed qualification, have been properly made.	May to Oct 24
Assure Readiness for and Completion of Migration (WP13)	Assure whether migration pre-requisites are complete before entering into the migration activity and to assess the risks of programme closure at the end of the migration period.	Jan 24 to Oct 25
Post Assurance Learnings WP15)	Provide a summary of key learning points from the MHHS Programme implementation, including a summary checklist/action plan for addressing any risks and issues carried through into operation of the new MHHS arrangements where resolution is outstanding.	Nov to Dec 25

Next Steps



Working sessions with MHHSP and Ofgem, and introductory sessions with other parties/industry representatives



Agree and mobilise around immediate assurance priorities



Document Independent Programme Assurance Framework (IPAF)



Mobilise and deliver initial assurance work packages

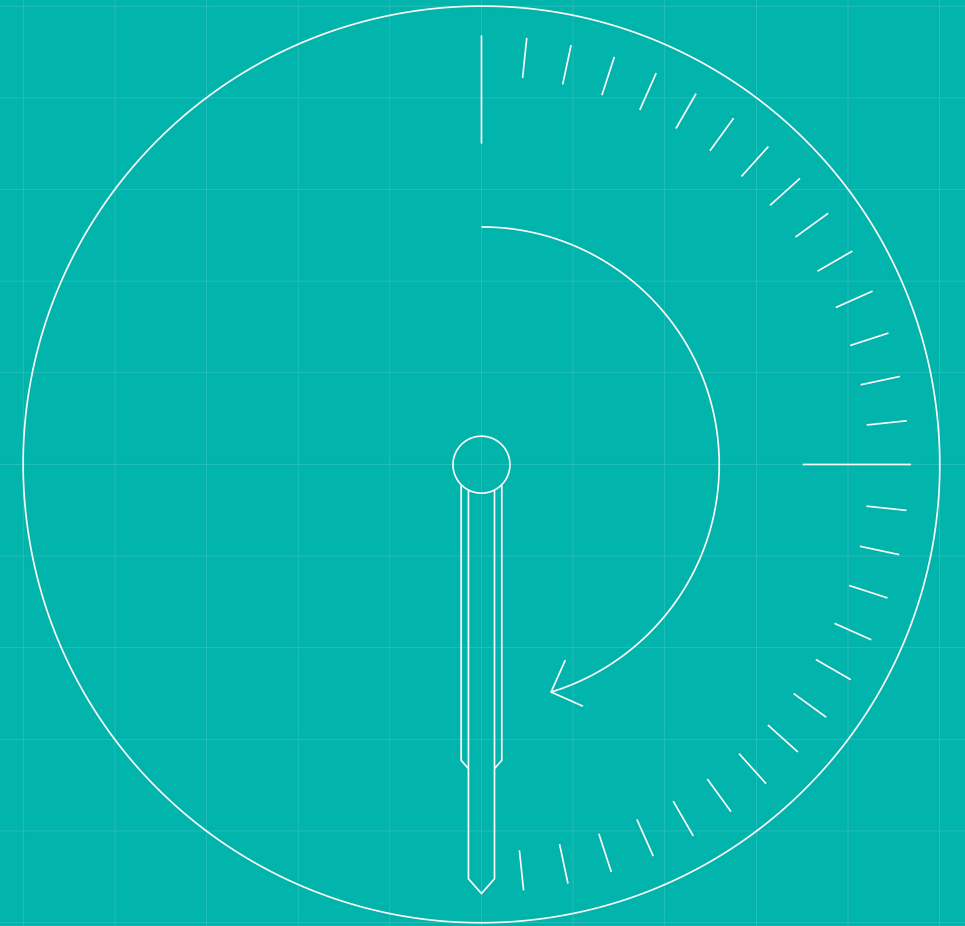
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Supplier Change Proposal

Objective: To provide information on activities and progress since the last PSG and to decide plan to reach a conclusion

Keith Clark

30 mins



Summary of Suppliers' proposal and work done since last PSG

Suppliers' initial proposal

Timeline	Activities	Milestone Impact
Until end of Aug-22	No supplier engagement in MHHS design activities	
Sep-22 to Nov-22	Supplier review of proposed design and feedback resolved	
Nov-22	Design baselined (subject to feedback being addressed)	M5 approved
Dec-22 to Feb-23	Suppliers assess design impact on their plan for DBT	
Jan-23 to Feb-23	Suppliers engaged in programme re-baseline	2 months unlikely to be sufficient for adequate consultation, to reach M5 + 3
From Mar-23	Suppliers begin their DBT depending on their mobilisation status	Unclear when M3 would be reached

Action taken since last PSG

- Supplier Engagement sessions conducted (or will have been conducted by the time of the PSG), to discuss options to reduce proposed delay and to identify outstanding questions:
 - 2 meetings with Large Supplier constituency
 - 2 meetings with Medium Supplier constituency
 - 2 meetings with Non-Domestic constituency
 - 1 meeting with Scottish Power
 - 1 meeting with SSE (suggested as representative of Non-Domestic suppliers)
- At the 2nd main meeting of each constituency, the programme's Design Team provided in-depth information to support supplier decision-making:
 - More detailed TOM definition and articulation of scope
 - Outline of key design artefacts
 - The Design team's views on main areas of impact and risk for suppliers – and detail on the rationale for those views
 - The Design team's view is that, based on risk, **28 of the 81** design artefacts would form the basis of where suppliers would need to focus their attention
- A scenario has been proposed by the programme team, for a 'slower burn' plan to reach M5 (Jul-22 rather than Apr/May-22), which formed the basis for a compromise plan to reach M5
 - this proposal is based on easing the demand on suppliers on the premise of only a third of the design artefacts needing attention + longer time to review

Programme's proposal to reach M5

Timeline	Activities	Milestone Impact
Until 13-Jul-22	Limited, prioritised supplier engagement in MHHS design activities	
13-Jul-22	DAG agrees to baseline the design	M5 approved

Next Steps

Timeline	Activities	Milestone Impact
From 13-Jul-22	All parties to assess / reassess impact of the design on their DBT plans	Programme's view is that this is the initial activity in DBT (or for already-mobilised parties is the opportunity to re-validate in-flight DBT activities). Parties need to be mobilised (M3) to start the design impact assessment
tbd	Programme drafting of a re-baselined plan can be completed after M5 and consultation completed within 3 months of M5	This will allow us to reach M5 + 3

Themes from supplier engagement sessions

- Market conditions and resource conflicts with Faster Switching Programme were consistently called out as challenges for suppliers
 - there was no explicit view expressed about whether the approach of bringing in additional resources and/or leveraging 3rd party provider resources may mitigate the challenges – this would be important to understand this, in supporting evidence for any proposal to change the existing timeline
- Suppliers often stated that they felt the original Ofgem timetable was unrealistic
- Suppliers felt that there has not been sufficient clarity on what the design is going to look like and at what level it will be defined. They didn't feel they've seen anything that gives them clarity on the scope of the MHHS TOM and next level of design “a reset of visibility on the design and its scope and context might be helpful”
- About M5: there were questions about whether we seeking to reach a design that works ('transactionally'), or a design that works for every party and its business, optimally
- Suppliers accepted that personnel from suppliers and their 3rd party providers may be attending design working groups, but this is not necessarily covering the ground in a consistent way
- There were some supplier views that every supplier would need to be engaged – i.e. the constituency organising constituency representation in various design meetings would not be effective or acceptable
- There were some voices saying that it could be possible to consider applying limited resource but understanding the effort vs. the benefit is important (i.e. how does each supplier want to influence the design). It was stated that there is not an outright refusal to engage
- It was felt that even if M5 is met within <3 months from end/April, there is still a challenge in how suppliers would subsequently mobilise to start their DBT
- There were some concerns about the scope of the design not being sufficiently 'end-to-end', although the programme design team's view is that the impact of the design on Programme Participant systems and operations should be assessed as part of their initial DBT planning activities after their full mobilisation
- It should be noted that a lack of coherent and consistent supplier engagement is becoming an issue:
 - supplier representatives stated that they were not in a position to provide an informed view on the proposed design options

Proposed Next Steps

Until and unless any change is agreed, all parties must continue to operate according to the existing programme timetable

By	Action	Who
09-Mar-22	Socialise compromise option with non-supplier PSG members and IPA, and identify any issues which other parties may have with that option	SRO Team, LDP CPT
09-Mar-22	Accept or reject compromise option proposed by the programme team	Each supplier
11-Mar-22	Extraordinary PSG call – to review supplier responses and way forward based on the 3 potential options (do nothing, compromise proposal and initial supplier proposal)	PSG

Scenario 1: If compromise option is viewed to be viable based on supplier responses:

11-Mar-22	Raise a Change Request to move M5 to July-22 with associated request for impact assessments from all parties	Raise - LDP PMO Assess – all parties
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Scenario 2: If the compromise option is not viewed to be viable based on supplier responses:

11-Mar-22	Raise a Change Request to move M5 to Nov-22 with associated request for impact assessments from all parties <u>and</u> raise a Change Request to move M5 to July-22 with associated impact assessments from all parties (which will require compelling supporting evidence to justify why the impact means that this change is not supportable)	Raise - LDP PMO Assess – all parties
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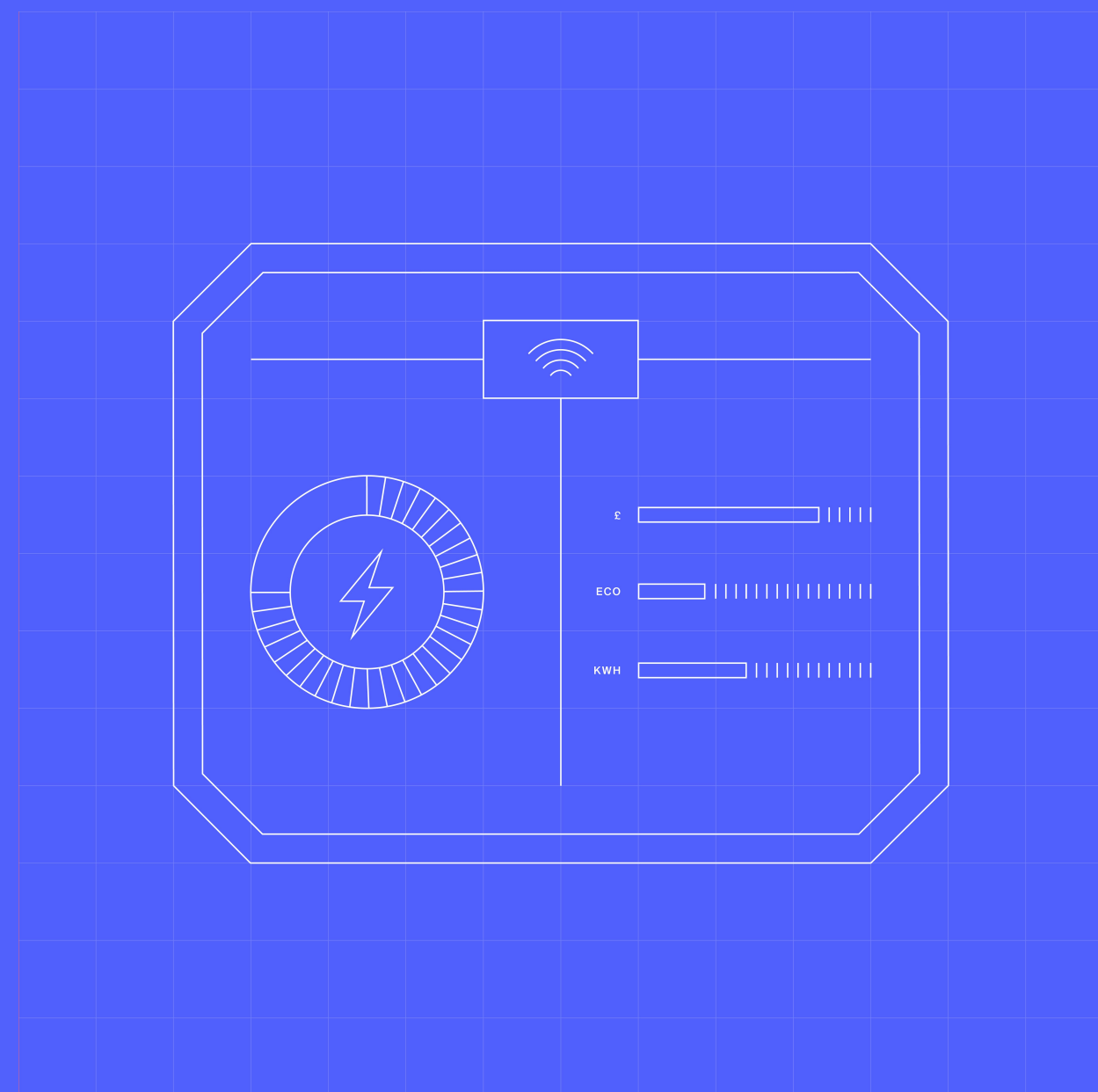
11-Mar-22 to 23-Mar-22	Continued stakeholder engagement and support by programme team with parties, IPA and Ofgem	SRO team, LDP CPT
23-Mar-22	Impact assessments to be received by LDP PMO	Each party
30-Mar-22	PSG papers published	SRO team
06-Apr-22	PSG planned agenda item: “Conclusion of re-baselining of supplier M5 proposal” <ul style="list-style-type: none"> - review of the programme’s recommendation based on 3 options (do nothing, compromise proposal and initial supplier proposal) + IPA report - decision is made on how to proceed - prospect of Ofgem escalation may need to be considered at this stage 	PSG, IPA

Programme Change Control Process

Objective: Present the proposed MHHS Change Control process for feedback and questions

Lewis Hall

20 mins



Aims and Objectives:

- As part of mobilisation, we have been working to define the approach and process for Change Control on the MHHS Programme
- We have reviewed Change Control processes from similar industry programmes, such as the Faster Switching Programme, to understand what works well and what could be improved
- In this section, we would like to present an overview of the proposed approach and guiding principles for Change
- The objective of this session is to gather comments and feedback before a further review with the IPA and Ofgem to approve the approach
- The aim is to ensure the Change Control process is simple, clear to understand and presents the Programme with the opportunity to thoroughly review, assess and implement change at the pace required for the Programme to successfully deliver on its objectives.

Differences between Change Control on MHHS vs the Faster Switching Programme:

- ✓ **A single Impact Assessment:** We are proposing a single Impact Assessment stage to streamline the overall decision-making process and ensure all parties have the chance to complete an impact assessment
- ✓ **More information up front:** The Change Request Form has been designed to gather more information upfront to ensure quick and accurate decision making at the early stages of the Change Control process
- ✓ **Empowering the Advisory Groups in an industry led programme:** The appropriate Advisory Group will be assigned to lead the impact assessment with their constituent representatives, with the MHHS PMO engaging any additional affected parties
- ✓ **A single Change Board:** The Change Board will coordinate all proposed changes and work with the Advisory Groups to assess the impact of Change. This will remove ambiguity over decision making and the need for multiple reviews at different forums
- ✓ **Tracking through to implementation:** The MHHS PMO will track change through to implementation of workplans and not just to approval. This will ensure clear alignment between Change Control and planning to implementation.

There are two major sources of change in the MHHS Programme that could require the need for a formal Change Request to be raised. These include:

- **A change to a programme success factor (time, cost, quality, scope)**
- **A change to a baselined programme artefact**

Changes will typically manifest from several different places across the programme. These could be driven by external industry factors, through the Sponsor (Ofgem), through the Implementation Manager or via Programme Participants.

The change process can be initiated by any party on the MHHS Programme and will require an individual owner (known as the 'Change Raiser') to work with the MHHS PMO in raising the Change Request.

The scope of the Change Control process covers from when a change is identified, through to when a change has been rejected or implemented.

Guiding principles for Change Control

To ensure the Change Control process on the MHHS Programme is fit for purpose we have defined several key guiding principles to be adhered to. The MHHS PMO will ensure these principles are maintained throughout the duration of the programme.

The Change Control process should:

- Be clear, simple to understand and followed by all
- Ensure changes are identified, reviewed and authorised quickly and efficiently and outcomes effectively communicated across the programme
- Ensure the appropriate control is applied to each stage of the Change Control process to allow informed decisions to be made on time and without delay
- Provide a mechanism for capturing the cumulative cost of change to the MHHS Programme and wider industry.
- Clearly articulate the impact of each change request on the programme's outcomes
- Clearly articulate how the priority of each change request is assessed, including the risk to the programme if the change request is rejected, or approved and implemented
- Ensure a clear line of accountability and responsibility for approving change is defined
- Explain how approved changes will be incorporated into programme scope and implemented as part of the MHHS Programme.

There is a single Change Control process for the MHHS Programme. Clear decision points have been inserted into the process that may allow a change to either be expedited, escalated or passed through as a “housekeeping” change.

These decision points will help to ensure a measured and appropriate level of governance is applied to the Change Control process at all times.

A decision to escalate or expedite a change will be taken by the SRO at the recommendation of the Change Board.

1. An **expedited change** can be enacted when a CR is raised but requires swifter action than the pre-defined SLAs require. These CRs will be managed by exception and fast tracked upon receipt by the MHHS PMO for decision.
2. An **escalated change** may be required if it appears that a CR may exceed the thresholds defined in the MHHS Governance Framework.
3. A **“Housekeeping” change (no impact)** covers administrative changes that have no impact on the programme, such as minor updates to baselined artefacts that have no wider impact on programme outcomes or its deliverables. These changes will be logged with the MHHS PMO and noted at the Change Board for information rather than for decision.

In the case of an expedition or escalation an ad hoc Change Board, Advisory Group and/or Working Group may need to be convened to review the CR and provide a recommendation to ensure there is no delay to timelines.

Phases of the Change Control process

There are four key phases to the Change Control process. These, along with the associated activities, are highlighted in the diagram below:



- A potential change is identified that could impact the MHHS Programme
- The Change Raiser completes the Change Request form and submits this to the MHHS PMO
- The MHHS PMO will confirm receipt of CR and provide a unique CR reference number
- The CR is circulated to the Change Board for review in advance of the next meeting.

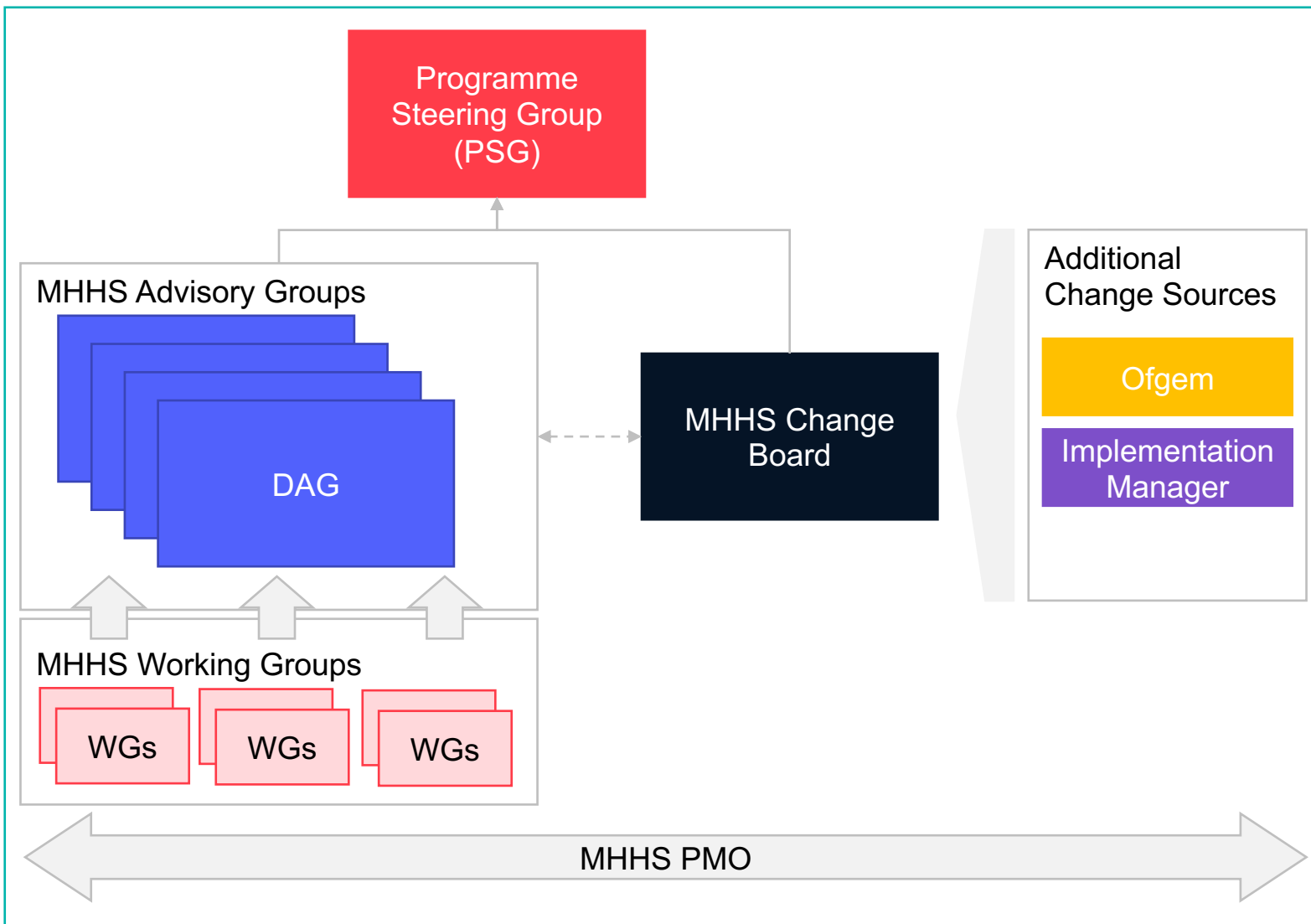
- The Change Board is convened and reviews the CR
- If the Change Board believe the CR to be valid, it will pass it onto the appropriate Advisory Group for triage
- The Advisory Group recommends to proceed with a full Impact Assessment (IA) or to reject the CR
- The Change Board may also reject the CR, request further information or ask the Change Raiser to attend the Change Board to present the CR.

- A request for full IA is then issued to the PPs via the Advisory Groups
- The Advisory Groups will engage all Programme Participants to gather the full industry impact and cost through the IA process.
- IAs are returned to the MHHS PMO by the requested parties in line with the agreed SLA timelines
- The IAs are consolidated into a single view and presented to the Change Board.

- The SRO seeks consensus of Change Board and Advisory Groups on whether to approve or reject the CR
- A decision is made
- If approved the MHHS PMO communicate this to impacted parties and Change Raiser
- Commercial arrangements will be agreed with the parties to cover the cost of the change
- Impacted parties incorporate new scope into their workplans
- The MHHS PMO track implementation and incorporate new activities into the programme plan.

Note: *The Independent Programme Assurer (IPA) will sit on the Change Board as an observer
All parties will have visibility of all Change Requests via the Change Request Log.*

Governing change on the MHHS Programme



Role of the Change Board and Advisory Groups

- Change on the MHHS Programme will be governed through the existing Governance Framework.
- A Change Board will be mobilised to review all Change Requests that materialise
- The Change Board will be chaired by the SRO and can recommend a CR be rejected or approved.
- Final decision will be taken by the SRO based on consensus at the relevant Advisory Group
- The Advisory Groups and Change Board will work closely together to ensure new changes are raised and assessed in a timely manner
- Advisory Groups and Working Groups will engage with industry to review and assess new change
- If a CR is identified by the Sponsor (Ofgem) or Implementation Manager (rather than by the Programme Participants) the Change Board will communicate this to industry via the Advisory Groups.

Change Board - Terms of Reference

MHHS Change Board

Purpose	<p>The purpose of the Change Board is to:</p> <ol style="list-style-type: none"> 1. Review any Change Requests that may impact critical programme success factors such as time, scope, quality and cost, or change a baselined artefact 2. Analyse all Impact Assessments submitted in response to a Change Request and make a recommendation, along with the relevant advisory group, to the SRO 3. Facilitate the expedited approval of changes deemed urgent and necessary to handle outside the standard Change Control process 4. Manage the escalation of any changes that exceed the thresholds set out in the MHHS Governance Framework. 		
Responsibilities & Duties	<ul style="list-style-type: none"> • Review proposed change requests and provide a recommendation to SRO as decision maker (in consultation with the relevant Advisory Group) • Review and analyse completed impact assessments as submitted by impacted parties. • Assess the overall impact of the Change Request and impact assessment on existing programme timelines, costs, quality and scope. • Assess the overall impact of the Change Request and impact assessment on industry costs. • Engage with Change Owner, MHHS PMO, Advisory Groups and PSG to ensure transparency and visibility throughout the end-to-end Change Control process. 		
Membership & Attendance	MHHS Programme Director	Senior Responsible Owner (SRO) (Chair)	Design Lead
	LDP Programme Manager	Commercial Representative	Other relevant SMEs (as required)
	PMO Lead (Facilitator)	EDA Vendor Representative	Independent Programme Assurer (IPA)
	PMO Change Control Manager (Secretariate / Facilitator)	Change Owner (by exception)	
Standing Agenda Items	<ol style="list-style-type: none"> 1. Overview of Change Requests for review 2. Review of individual Change Requests (as presented by the Change Owner) 3. Analysis of Impact Assessments 4. Items for escalation or expediting 5. Review of Change pipeline 6. Confirmation of decisions made in the meeting 	Reporting	<ul style="list-style-type: none"> • Inputs: Completed Change Request forms, Impact Assessments, Change Request Log • Outputs: Decisions Log updates, Actions Log updates. Meeting summary Change Log updates.
Meetings, Quorum & Support Arrangements	<ul style="list-style-type: none"> • Meetings will initially be an hour (to be kept under review) and held on a monthly basis • Meetings will be quorate if there is representation from the SRO, Programme Leadership, LDP Programme Leadership, Commercial, Design, MHHS PMO. • If a member is unable to attend, they should inform the MHHS PMO at the earliest convenience and, where appropriate, agree a substitute. • Meeting facilitation and support will be provided by the MHHS PMO. • Extraordinary Change Boards will be convened when required to discuss escalations or expeditions in the process. These will be arranged and facilitated by the MHHS PMO. 		

Each Change will require a Change Request Form. This should be submitted to the MHHS PMO and will be presented to the Change Board for review. Below provides high level instructions of how the form should be completed. A detailed guidance document has also been developed.

This section is completed by the PMO and Change Raiser when the CR is created

Consequences of no change:
(what is the consequence of no change)

Target date by which a decision is required: _____

Part B – Initial Impact of proposed change
Guidance – this section should be completed by the Change Raiser before being submitted to the MHHS PMO.

What is your proposed solution
(what is your proposed solution to implement the change)

Guidance – Please document the benefits of the change and to delivery of the programme objectives

What benefits does the change bring
(list the benefits of the change and how this improves the business case)

Programme Objective	Benefit to delivery of the programme objective
To deliver the Design Working Group's Target Operating Model (TOM) covering the 'Meter to Bank' process for all Supplier Volume Allocation Settlement meters	
To deliver services to support the revised Settlement Timetable in line with the Design Working Group's recommendation	
To implement all related Code changes identified under Ofgem's Significant Code Review (SCR)	
To implement MHHS in accordance with the MHHS Implementation Timetable	

Recommendation
It is recommended the change is approved / not approved

Impact assessment details: *Name:* _____
Guidance: The approvals section will be completed by the MHHS PMO once the Impact Assessment has been reviewed.

Approvals (to be completed by MHHS PMO)

Decision authority level
<Based on the impact assessment, state who is required to make a decision concerning this change>

Part D – Change decision
Guidance - This section will be completed by the MHHS PMO following the review of the impact assessment and decision reached by the SRO.

Part C – Change decision	
Decision:	Date: _____
Approver:	
Change Owner:	
Action:	

Part E – Implementation completion
Guidance - This section will be completed by the MHHS PMO at the end of the post-implementation process.

Part D – Implementation completion

Comment: _____	Date: _____
----------------	-------------

Guidance – This section will be completed by the MHHS PMO at the end of the post-implementation process and should be used to add any appropriate references of the change once it has been completed.

References		
Ref	Document number	Description

This section should be completed by the Change Raiser when the change is raised.

Part C – Summary of impact assessment and recommendation
Guidance – This section should be completed at the full Impact Assessment stage by the parties required to complete a full IA.

Part B – Summary of impact assessment and recommendation (complete as appropriate)

Effect on benefits

Effect on consumers

Effect on schedule

Effect on costs

Effect on resources

Effect on contract

Risks

This section should be completed by the PMO once the implementation of the change has been completed.

This section should be completed as part of the Impact Assessment by Programme Parties. It should then be submitted to the PMO for review at the Change Board.

This section should be completed by the PMO once the implementation of the change has been completed.

There are several key documents and artefacts used to support Change Control on the MHHS programme. A link to each of these, as well as a description can be found below.

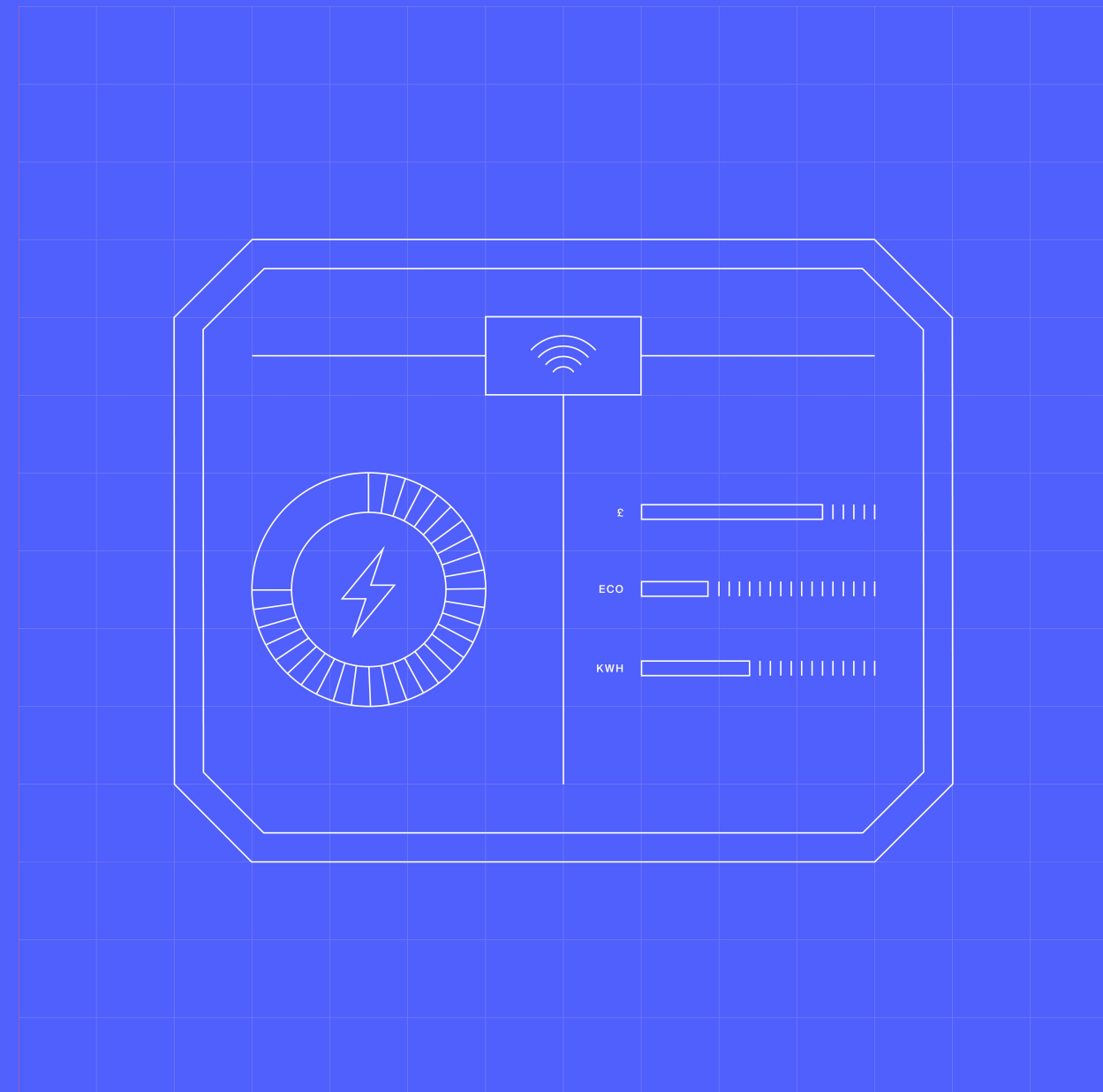
#	Document	Description
1	Change Control Approach	The overarching Approach document for Change Control
2	Change Request Form	The Change Request Form to be completed when raising new Change Requests and submitted to the MHHS PMO
3	Change Request Form – guidance document	Guidance document aiding Change Raisers to complete the Change Request Form
4	Change Request Log	Full log of all Change Requests for the MHHS Programme
5	Change Request Process Map	Detailed process map articulating the full end-to-end change control process

Programme Cooperation Principles and Ways of Working

Objective: Approve recommendations for Programme Cooperation Principles

Jason Brogden

10 mins



The Lead Delivery Partner during mobilisation has been asked to propose cooperation principles and how these can be applied to Programme Parties.

The Programme Steering Group are asked to **approve** the following recommendations:

- **The rationale and content of the Cooperation Principles set out in the Appendix are appropriate and proportionate**
- **Raise a future Change Request to update the Governance Framework to include the Cooperation Principles as set out in this paper**

The Programme Steering Group are asked to **note** that the:

- the MHHS Programme are considering whether there are any further activities that could be taken with Electralink (not currently an MHHS Participant and therefore not directly subject to the Governance Framework) to directly apply the cooperation principles
- the MHHS IM will look to include these cooperation principles into the Data Integration Platform service provider contract

7

MHHS Governance Framework Approval

Objective: Approve the new version of the MHHS
Governance Framework

Jason Brogden

5 mins

MHHS Governance Framework Approval

Ref	Date	Action	Owner	Due Date	Status
PSG04-03	02/02/2022	Develop MHHS Governance Framework as per governance arrangement proposals presented and discussed in PSG. New version of MHHS Governance Framework to be shared with PSG group for review by correspondence ahead of March PSG	Programme	23/02/2022	OPEN: The update MHHS Governance Framework was distributed with PSG members for review alongside March meeting papers. The PSG is invited to approve the new version (agenda item 7)

Update since February PSG

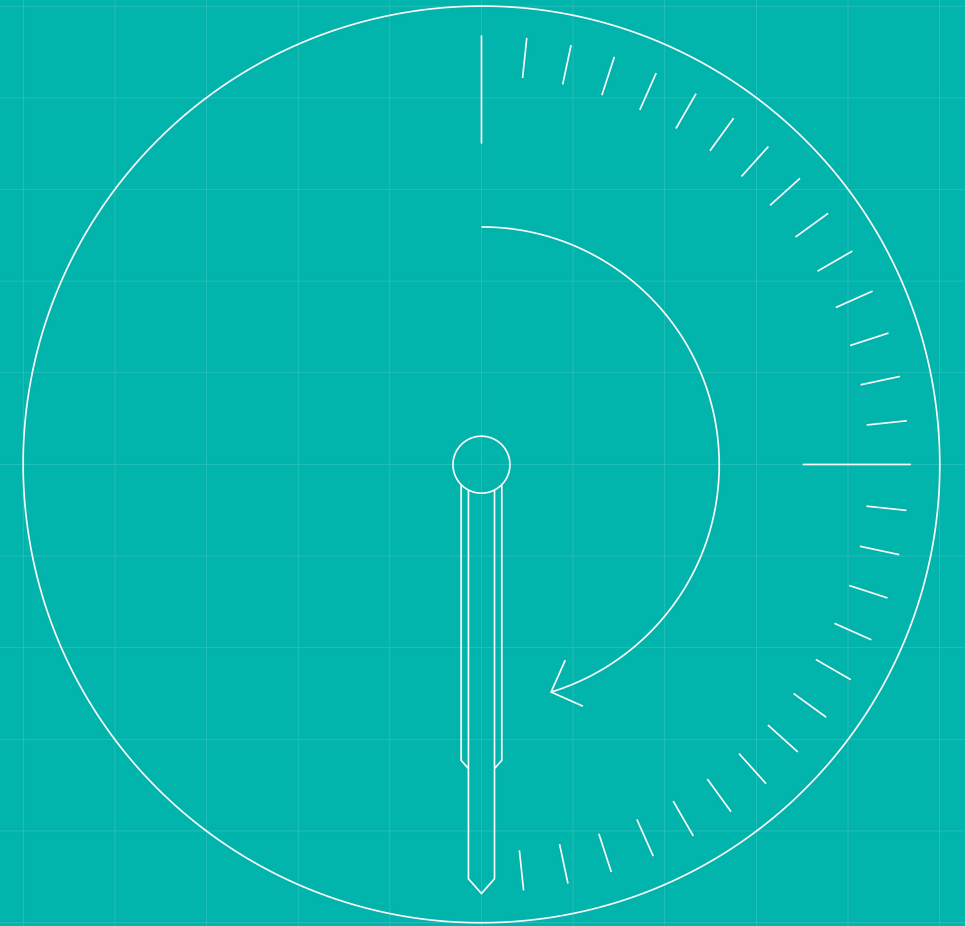
1. The Programme have updated the MHHS Governance Framework as discussed in PSG 02/02/2022
2. The updated Framework was shared in the PSG 02/03/2022 meeting papers with a request for comments from PSG members
3. The PSG are now invited to **approve** the update Governance Framework as distributed

Programme Dashboards













Objective: Take questions from PSG members on all dashboards.





Chris Welby

5 mins



MHHS Milestone Status to 2023 – February 2022

Milestones	RAG	Planned Date	Expected Date	Current status and issues	Actions to resolve
M1 Full Business Case Decision	Complete	Apr 21		<ul style="list-style-type: none"> Publication of the full business case, including the transition plan and decision on the TOM 	
M2 Architecture Working Group (AWG) Recommendation delivered	Complete	Jun 21		<ul style="list-style-type: none"> Recommendations providing guidance for the solution architecture required to enable the DWG's TOM 	
	Complete	Aug 21		<ul style="list-style-type: none"> DCC and Elexon mobilised and proceeding per plan 	
M3 Design, Build Start		May 22	May 22	<ul style="list-style-type: none"> DNOs are mobilised (including 3rd parties); iDNOs are mobilising and have raised no mobilisation issues 	
		May 22	tbc	<ul style="list-style-type: none"> Supplier constituencies' (all constituencies) programme mobilisation largely not started (with some exceptions) 	<ul style="list-style-type: none"> Suppliers have proposed 7-10 months programme delay Programme team has continued to meet with suppliers Possible compromise proposal has been suggested for supplier consideration
		May 22	May 22	<ul style="list-style-type: none"> Supplier Agents are mobilised and actively engaged in the programme's design meetings 	
SRO fully functioning		Oct 21	Jan 22	<ul style="list-style-type: none"> Knowledge sharing / transfer (with LDP) complete 	
M4 LDP fully functioning		Jan 22	Jan 22	<ul style="list-style-type: none"> Mobilisation, onboarding and knowledge sharing / transfer (with SRO) complete 	
		Jan 22	tbc	<ul style="list-style-type: none"> IPA conducted kick-off meeting with the SRO / LDP team on 22-Feb-22 	<ul style="list-style-type: none"> IPA to complete mobilisation according to M4 criteria
M5 Physical baseline delivered		Apr 22	Apr 22	<ul style="list-style-type: none"> May be some delay due to volume of work required to finish the design. Timeline may extend further due to lack of involvement of some key participants in Design workshops – which would risk later significant changes 	<ul style="list-style-type: none"> Programme Participants to ensure they are adequately represented in Design workshops
M5 + 3 Industry Re-plan		Jul 22	Jul 22	<ul style="list-style-type: none"> New milestone denoting the completion of activity PM2. Expected to be 3 months after M5 completion. Requires industry involvement in creating and baselining new programme plan following design completion 	
M9 System Integration Testing Start		Aug 23	tbc	<ul style="list-style-type: none"> Date to be determined subject to decision on M5+ 	
M6 Code change and detailed design recommendations delivered		Apr 22	tbc	<ul style="list-style-type: none"> Milestone to be adjusted to reflect design-led approach such that code changes can be made at a later date, renaming to "Initial Code Changes Drafted". This decouples dependency with M5 and will require M8 revision. New date to be determined via CCAG and then approved by Ofgem if > 3 months delay 	
M7 Smart Meters Act powers enabled		May 22	tbc	<ul style="list-style-type: none"> Date to be confirmed by Ofgem 	
M8 Code changes delivered		Nov 22	tbc	<ul style="list-style-type: none"> Dependent on M6. New date and plan to be determined by CCAG members 	

	On track		Not on track, at high risk
	At risk		To be determined

2021/22

	Forecast FY	Budget FY
Programme Expenditure	£5.8M	£14.5M


Programme Budget

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Forecasted Expenditure	£5.8M	£19.5M	£22.0M	£20.3M	£22.4M	£90M


PPC Status - 21 February 2022




211 PPs in total
210 PPs contacted (99%)



566 Emails sent
283 Responses (50%)



83 Intros organised (39% of total)
76 Intros held (36% of total)

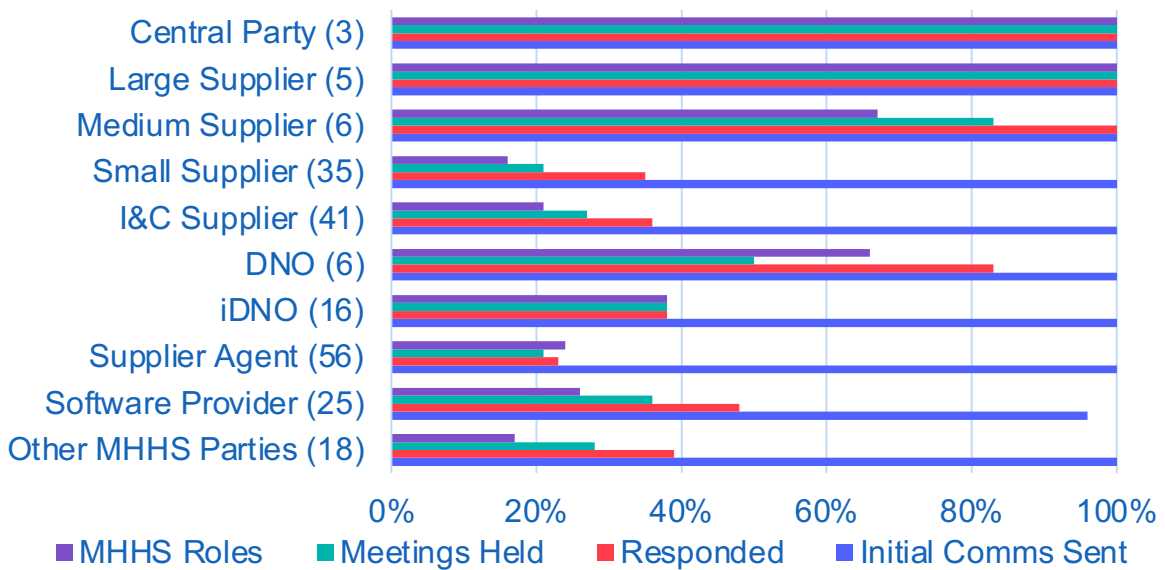


72 MHHS SPoCs received (34%)
51 MHHS SPoCs are different contacts


Please note that the totals are cumulative.

Key Themes


Engagement by Constituency




- We have had a reduction in the number of Programme Participants due to a number of Supplier's Licences being revoked or as a result of some Supplier's being recently marked as inactive by Companies House.
- We have sent secondary welcome emails to outstanding participants who have not responded to their initial programme email and have started to organise monthly sessions with participants who have requested regular engagements.




We have received very positive feedback from Programme Participants on the introductory sessions - "having this session is really good, in previous programmes, these introductory sessions were an afterthought and came much later in the programme".




A number of Programme Participants have highlighted that, until confirmation is provided regarding the Design baseline date, they would be nervous to further mobilise their internal teams to ensure limited regret spend occurs.



Central Parties, Software Providers, DNOs/iDNOs and a number of Supplier Agents continue to progress in accordance with the existing MHHS Programme plan, requesting clarity as to whether a significant delay is likely.



A request for additional clarity on the end-to-end design was requested by the Supplier community, to show the as-is versus the to-be view of the Target Operating Model. This has since been provided.



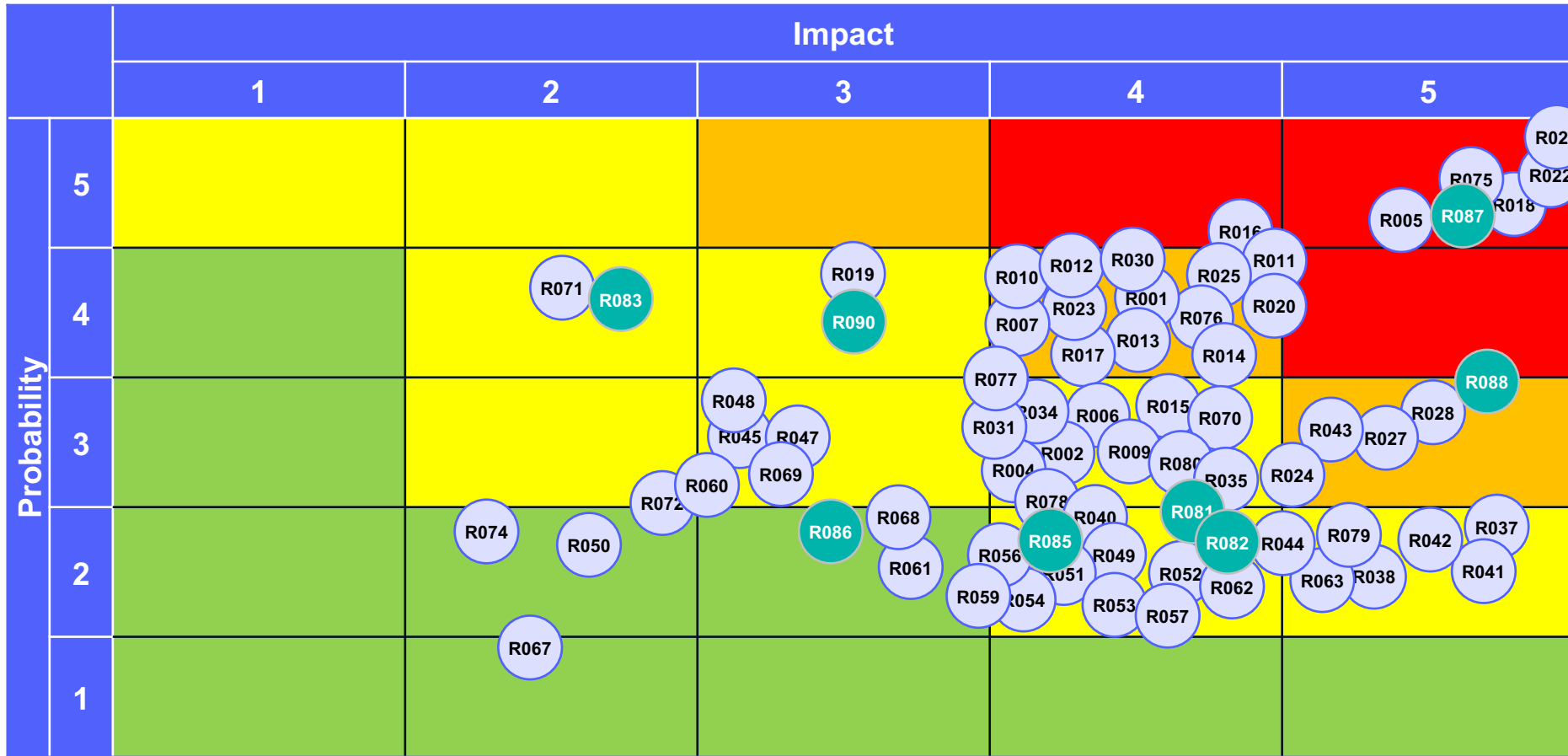
A concern was raised by a Supplier that the bad weather on the horizon may result in another handful of SOLRs occurring.

Design Artefact Status and Forecast – February 2022

	Current Status							Document L4/DAG Forecast Approval											
	Number Of Documents	Drafting Not Complete	Drafting Complete	In Flight with SWG	BLOCKED	In Flight with L4	In Flight with DAG	Jan		Feb		Mar		Apr		May		Jun	
								L4	DAG	L4	DAG	L4	DAG	L4	DAG	L4	DAG	L4	DAG
Business Process Artefacts																			
Business Process Maps	20	5	15	3	0	12	0	0	0	0	12	0	5	12	3	5		3	
Logical Interfaces	38	4	34	21	0	13	0	0	0	11	0	27	11	0	27				
Business Requirements / Process Step Descriptions	10	6	4	3	0	1	0	0	0	3	0	2	3	5	2		5		
Global Artefacts	5	3	2	2	0	0	0	0	0	3	1	1	2	1	1		1		
SUB-TOTAL	73	18	55	29	0	26	0	0	0	29	1	42	28	9	35	0	9		
Technical Design Artefacts																			
DIP Non Functional Requirements	1	0	1	1	0	1	0			1	0	1							
Dip Functional Specification	1	0	1	1	0	1	0			1	0	1							
End to End Architecture	1	1	0	0	0	0	0							1			1		
End to End Non Functional Requirements	1	1	0	0	0	0	0							1			1		
Security Specifications and Impact assessments	4	0	4	3	0	3	0							4			4		
SUB-TOTAL	8	2	6	5	0	5	0	0	0	2	0	2	0	6	0	0	6		
TOTAL	81	20	61	34	0	31	0	0	0	29	3	42	28	15	35	0	15		

Overall Risk Assessment (1 of 2) – February 2022


The below heatmap shows all of the risks captured in the MHHS RAID log to date and their given scoring.



Key		
Score		
Score	Overall Score Categories	
2 to 8	Low	
9 to 16	Medium	
17 to 24	High	
25 to 30	Critical	
Summary		
Score	Jan Open Items	Feb Open Items
Low	7	5
Medium	38	43
High	17	22*
Critical	8*	9*
Total	70	78

**This figure includes issues*

Note – the risk scoring also takes into account proximity. Where a risk is has a higher proximity score it will be closer to the top right of the square on the grid.

 **New Items**

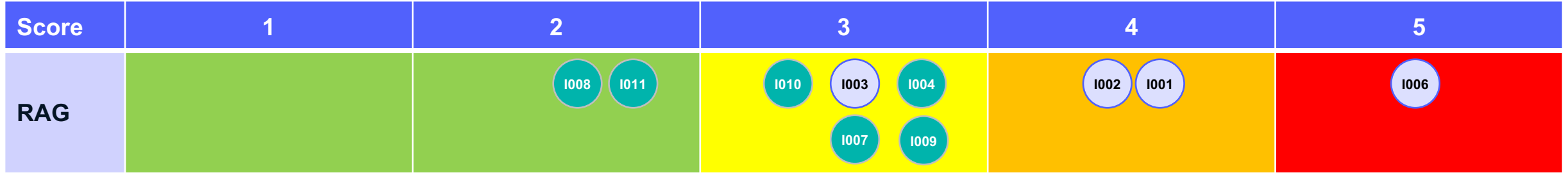
Calculation: **Score = (Probability x Impact) + Proximity**

We have analysed the risks and issues captured in the RAID log and have identified three themes.

#	Theme	Risk Theme Description	Mitigation Approach
1	Supplier engagement and mobilisation	Suppliers may not be mobilised early enough to reach the M3 date of May-22 in the Ofgem timetable	<ul style="list-style-type: none"> • Early engagement (via SRO Function and PPC) with Reps and Supplier contacts to support Supplier planning and ensure the timetable is understood and can be maintained • Based on suppliers' proposal to delay the programme timetable, identification of any alternative options (to reach M5 and M3) - to be considered at March PSG based on risk, and impact (on all Participants) • April PSG decision on whether the current timetable may be maintained or revised (after consideration of options to agree on the forward timetable to M5 and M3) • Possible escalation to Ofgem if PSG concludes that the timetable must be materially delayed
2	MHHS physical design stability post-M5	The MHHS physical design may be changed materially after it is baselined at M5 – if there is inadequate engagement of Participants (especially Suppliers) before M5	<ul style="list-style-type: none"> • Encourage targeted engagement from all Participants – via the provision (during working groups) of a clear timetable for all artefact pathways to ultimate DAG approvals • Ensure Suppliers have sufficient knowledge about priority aspects of the emerging MHHS design to enable they have opportunity to influence the intended physical design before M5 • All Participants to identify any design assumptions they are making as they mobilise, to ensure they are tracked and dispelled during the design working group activities (and DAG to review any remaining ones as part of final risk-based decision to baseline the design)
3	Ability to meet the M5 timetable as planned	The amount of work – due to design complexity and / or ability to continue to attract adequate Participant engagement – may cause difficulty in reaching an agreement on the design by end of Apr-22	<ul style="list-style-type: none"> • (See also Theme 1) • Encourage adequate engagement from all Participants – via the provision (during working groups) of a clear timetable for all artefact pathways to ultimate DAG approvals • Exceptional targeted sessions where needed (outside working groups), to manage risk related to any design complexities or specific Participant challenges / queries • Early escalation of any design activities that start to drift 'off track' vs. working group plans • Review and revise the design delivery plan as needed (including any formal change of M5)

Overall Issue Assessment – February 2022

The below heatmap shows all open issues captured in the MHHS RAID log to date and their given scoring.



 New Items (raised since last PSG)

Emerging Issue Themes:

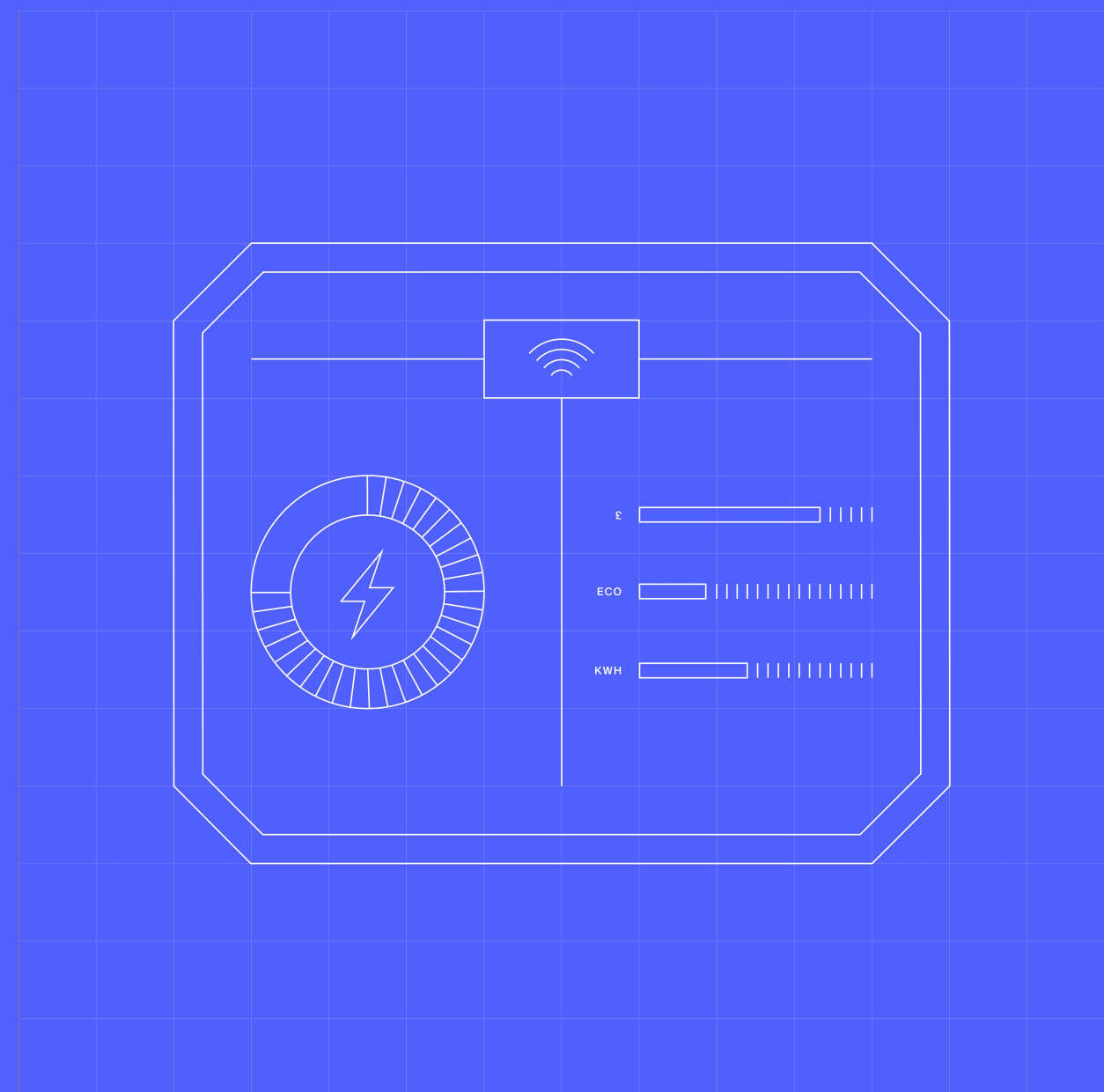
#	Theme	Issue Theme Description	Resolution Approach
1	Supplier engagement and mobilisation	Suppliers do not have the resources engage with the MHHS Programme and have proposed a delay to the programme of 7 – 10 months.	<ul style="list-style-type: none"> Programme team are working with supplier constituencies to find a compromise solution of <3 months delay to M5 based on specific requests for limited supplier engagement based on a clear design delivery plan.
2	Constituency Representation at L2 and L3 Governance	There are gaps in industry representation across L2 and L3 governance meetings that need to be filled.	<ul style="list-style-type: none"> Absence constituencies and parties are being engaged to keep communication lines open and to ensure any programme developments are shared. The Programme is working with the absent constituent groups to agree representatives to attend the required meetings. Impacted constituents are Small Suppliers (across L2 and L3), DNOs (at TAG) and all Suppliers (at TAG).

Summary and Next Steps

Objective: Agree actions. Look forward to April's PSG

Chris Welby

5 mins



1. Confirm actions from meeting

2. Date of next PSG: 06 April 2022 – would PSG members like to attend in person?

Current agenda items:

1. Minutes and Actions Review
2. Conclusion of re-baselining of supplier M5 proposal
3. Programme Portal Demo
4. Programme Dashboards

3. For discussion – 01 June 2022 PSG falls in the middle of the May half-term ‘short week’. Would PSG members like to move this PSG date?

If you would like to propose an agenda item for the PSG, please contact the PMO at PMO@mhhsprogramme.co.uk

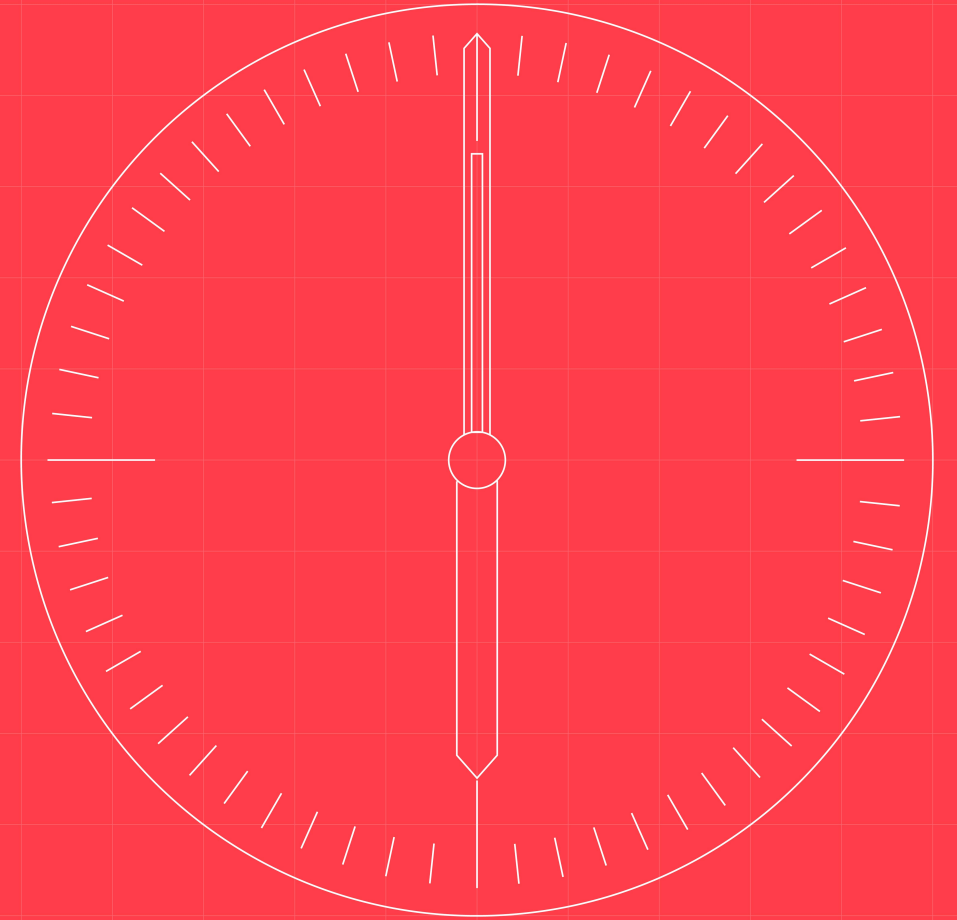
Contact

PMO@MHHSProgramme.co.uk

Thank you

Appendix

1. Further detail on action PSG03-04 – PSG Communications Approach
2. Rationale for Programme Cooperation Principles and Ways of Working



The Programme SRO, PMO, Comms team and relevant workstream leads met to review the PSG's comms approach. This included:

1 A review of the current PSG comms process

- **Three types of content are issued by the Programme for the PSG** (and all L2 and L3 Groups), as per the MHHS Governance Framework
 1. **Meeting papers** issued 5WD in advance of meetings
 2. A **Headline Report** issued 1WD after any meetings
 3. **Full Minutes and Actions** issued within 5WD of any meetings
- **All content issued for L2 and L3 groups is shared publicly:**
 - a) **Issued directly with all meeting attendees** via email
 - b) **Issued online via the MHHS Website**
 - c) Issued content is highlighted each week in **the Clock**
- The Programme is also planning **ad hoc Webinars/WebEx on detailed subject matter** when required
- **Programme participants are encouraged to actively engage with, influence and respond to meeting content**, be that via the meetings themselves or outside with the Programme PPC or PMO

2 Discussion on additional options to supplement the current approach

At this stage, the Programme has decided not to

1. **Issue individual meeting papers to all Programme Participants directly via email** for each meeting. Programme papers are already available publicly via the website and highlighted directly to Programme Participants via the Clock
2. **Run Webinars/WebEx for each meeting** to provide an overview of meeting content ahead of each meeting. Drawing parallels to FSP, the Programme is not convinced this adds enough value given that meeting packs are short and concise; are readily available; and that constituency reps attend meetings themselves.

The MHHS Programme is obligated to ensure it delivers efficiently and economically, therefore, it is vital that the:

- Programme clarifies the industry's expectations of participation and cooperation with the Programme and amongst themselves
- Programme collaboratively develops and agrees these with industry
- Programme challenges those expectations if they are not efficient / economical
- IPA monitors industry performance to these expectations, to assure the industry that they are being upheld.

We have looked at existing Code/Licence obligations on MHHS Participants (set out in the Appendix) and considered what additional cooperation commitments we need to support the above.

We have also considered the most appropriate way in which these additional cooperation commitments can be applied to MHHS Programme Parties

Additional Elements we may want to introduce for Cooperation

The BSC obligations are focused on MHHS Participants delivering their elements of the Programme in an appropriate way (the what), but doesn't describe cooperation or how any ways of working may work between parties (the how).

What risks are we trying to mitigate here?

- Inefficient or unclear ways of working for MHHS Programme Parties with the MHHS Programme and between each other
- Actions of MHHS Participants to deliver their own BSC objectives to the detriment of others or the MHHS Programme as a whole
- 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)

What are the objectives of Cooperation:

- Set the principles of efficient interaction and cooperation for all MHHS Programme Parties and ensure they are fair, appropriate and proportionate
- Set some additional commitments for the MHHS Programme and Central Parties to:
 - help cooperation work optimally between them
 - 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

BSC sets out obligations on MHHS Participants within BSC Section C:

<https://www.elexon.co.uk/documents/bsc-codes/bsc-sections/bsc-section-c-bscco-and-its-subsiaries/>

"MHHS Participant" means each of: (a) BSCCo (but excluding its role as MHHS Implementation Manager); (b) each Supplier; (c) each Licensed Distribution System Operator; (d) the DCC; (e) each MHHS Affected Code Body; (f) each Data Collector; (g) each Data Aggregator; (h) each Meter Operator Agent; and (i) any other person or category of person which the Authority directs.

12.13 MHHS Participants: DCC

12.13.1 Although the DCC is not a Party to this Code, the DCC is required under the DCC Licence to comply with the obligations expressed in this Code to apply to the DCC as an MHHS Participant, including those that apply to MHHS Participants generally

Ofgem directed DCC to comply with the BSC obligations through the DCC Licence from 8th November 2021

We are considering how best to incorporate Electralink as the provider of the DTN in these arrangements

We will look to include these cooperation principles in the Data Integration Platform service provider contract

BSC Section C 12.12 MHHS Participant General Obligations

12.12.1 Each MHHS Participant shall:

- (a) deliver the new and modified IT Systems and business processes required of it as part of MHHS Implementation, including the mobilisation, design, building and testing of such IT Systems and business processes and their integration with those of other MHHS Participants (and shall do so in accordance with the MHHS Implementation Timetable);
- (b) take all reasonable steps within its control to facilitate completion of MHHS Implementation in accordance with the MHHS Implementation Timetable, including taking any action reasonably recommended by the MHHS Independent Assurance Provider;
- (c) (in accordance with Good Industry Practice) develop, keep up-to-date and comply with its own programme plan (consistent with the MHHS Implementation Timetable) for MHHS Implementation;
- (d) refrain from any action which would unduly compromise or delay MHHS Implementation;
- (e) comply with the MHHS Governance Framework;
- (f) provide the Authority, the MHHS Independent Assurance Provider or MHHS Implementation Manager with such information as they may reasonably request in relation to MHHS Implementation, including regarding the MHHS Participant's planning for and progress in relation to MHHS Implementation (including progress against its own programme plan);
- (g) promptly identify, escalate and report to the MHHS Implementation Manager and MHHS Programme Steering Group any and all risks or disputes that may adversely affect MHHS Implementation;
- (h) comply with the Authority's directions from time to time relating to MHHS Implementation;
- (i) ensure it is able to meet the various milestones on the dates specified in the MHHS Implementation Timetable; and
- (j) comply with its obligations under the MHHS ISMS.

The following principles are intended to apply to all MHHS Programme Parties and the MHHS Programme itself

These principles will be reviewed and updated regularly

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)

These principles will be reviewed and updated regularly

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 particular 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.

Method to apply Cooperation Principles

The MHHS Programme has considered a number of options to apply the cooperation principles to MHHS Programme Parties:

Option	Pros	Cons
Raise a BSC Modification to add cooperation principles to Section C	Legally binding on MHHS Participants through BSC Section C	Very long lead time through Modification Process – likely not to be in place in time to make a difference Not consistent with BSC obligations (what not how)
Incorporate into Governance Framework through MHHS Programme Change Process (once approved)	Legally binding on MHHS Participants through BSC Section C Can be approved swiftly through MHHS Programme Change Process	Recommended Option
Enter into bilateral agreements with Parties (e.g. MoU/ Cooperation Agreements)		Difficult to enforce without consequences Difficult to sign with consequences Additional risk and administration to manage Likely to vary between parties from bilateral negotiations
PSG approve as Programme Principles	Fastest and easiest to approve	Not legally binding on parties